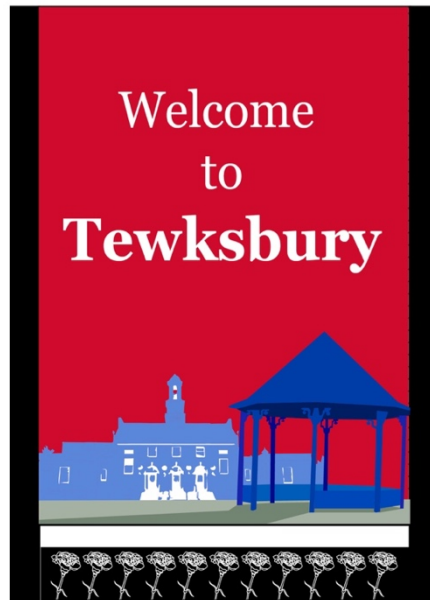


**TOWN OF TEWKSBURY**

# Envisioning Tewksbury 2037

**TEWKSBURY COMMUNITY VISION COMMITTEE**



**Prepared for:**

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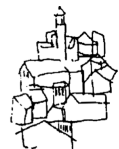
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# Acknowledgements

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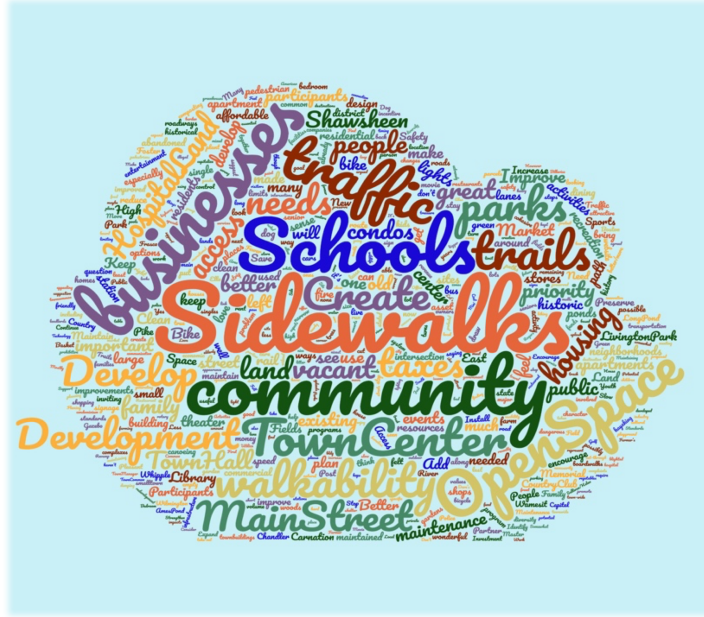
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# Chapter 1: Introduction



## Executive Summary

This plan is intended to be used as a guide for future planning and development projects throughout the community, and will encourage the town to focus its resources in those areas of most concern to the community

## OVERALL TEWKSBURY VISION STATEMENT

*Access is at the heart of Lewksbury's vision for 2037 – access to enjoy its natural resources and open space; to new options for traveling between its neighborhoods, stores, parks, and public resources; and to new public venues and programs in addition to the time-honored traditions which enhance its community connections.*

Access is the common denominator in Tewksbury's overall community vision – it's what connects the community's existing resources and what residents need today and want in the future. By planning for the future with increased accessibility in mind, the town can begin to increase the connections between locations and improve overall access to its natural, commercial, and public resources.

Community is another central theme of the community's vision, and is directly impacted by improved access to community spaces, activities, and information. In the word cloud shown above, nearly all the elements mentioned could be improved by increasing some form of access. For Tewksbury to achieve its vision for the future, it must begin by looking at the question of access.

Tewksbury's residents place great value in their existing community resources as shown in the words most commonly used to describe their vision for the future. Tewksbury's large open spaces, such as the State Hospital Land; the strong community formed by its residents; and its existing schools and park programs are just a few of the elements favorably commented on over the course of this project.

At the same time, residents are not satisfied with resting on these past achievements, but are eager to build on them to further enhance the community for the future. Chief amongst these future goals is:



- Increasing the walkability and connectivity of the town through additional sidewalks and trails
- Building on existing resources, such as the Town Center and Main Street corridor, to create more community centers and develop new amenities in both public and commercial centers and at individual business locations
- Addressing the town's traffic issues and curtail largescale developments

While access is at the center of Tewksbury's vision for the future, it is not the only element which residents felt strongly about. The community identified six additional elements significant for the future of the community, presented below.

## HEART OF THE COMMUNITY – TOWN CENTER

*With its central location and high visibility, Tewksbury's Town Center is reimagined as a walkable community core with local business and restaurant options adjacent to a vibrant community gathering and activity space where residents come together for concerts, cultural programs, and community festivals and events. A close relationship develops between these businesses and public gathering space, enhancing the area with new opportunities for events and encouraging residents to linger as they stop to meet up with old friends and check out the latest additions to the area.*

## OUR HOMES - NEW AND OLD

*Tewksbury is committed to ensuring that there are housing options available to residents at all stages of life. The town nurtures programs to balance the construction of new homes with the preservation of the town's existing housing stock, and works toward a balance of multifamily and single-family housing in the community. Through community support, a wider range of housing types are made available which both respect the character of the community and increase its affordability.*

## BUSINESS AND SHOPPING

*The boost in visitors and local encouragement inspires private property owners to reinvigorate old storefronts and clean up vacant parcels, expanding the commercial tax base. Public improvements and increased accessibility promotes new businesses and draws destination stores and restaurants into the area. The Town's enthusiasm for creative solutions to the empty storefronts and vacant lots along Route 38/Main Street encourages these businesses to consider new ideas for revitalizing the area.*

## GETTING AROUND TEWKSBURY

*Developing a walkable community with a strong network of sidewalks, paths, boardwalks, and trails unites Tewksbury's residents and encourages safe and healthy alternatives for getting around town. The town's initiatives to develop connections between its existing open spaces, recreational areas, shops, and restaurants not only provide new options for residents but also draw visitors to enjoy the recreational and shopping opportunities. The popularity of these alternative transportation corridors assists the Town in addressing its traffic problems and provides opportunities for new solutions for these issues.*

## MUNICIPAL RESOURCES

*Tewksbury's many town-sponsored activities and programs, from its Harvest Festival to the Memorial Day parade, contribute to the town's unique character and build up connections within the community. These connections are strengthened by the community's support for its public institutions such as the Library, advocacy for new improvements such as a recreation center, and commitment to building and expanding the town's public resources and opportunities in ways which preserve its essential character.*

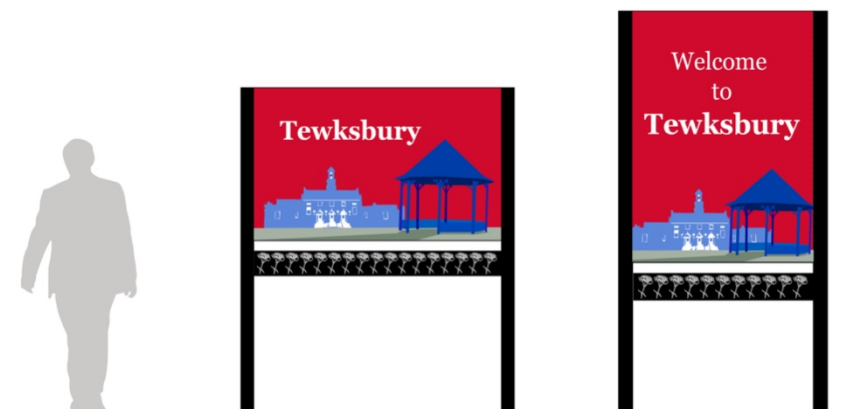
## PROTECT AND ENJOY OUR NATURAL AND OPEN SPACE RESOURCES

*Tewksbury's growing walkability embraces its natural resources including the State Hospital Land, Livingston and Frasca parks, and Long and Ames ponds, incorporating their pathways and walking trails into the network. As the town increases the visibility and access of these sites, it is inspired to explore new ideas for their preservation. The town works with residents to actively support, enjoy, and publicize these resources and develops additional trails, boat rentals available, and new signage, as well as partnering with local nonprofits, and working to purchase other significant open sites before they are lost.*

## TEWKSBURY'S COMMUNITY BRANDING

Tewksbury's community branding design illustrates the community's pride of place by using images of the Town Hall and the celebratory Gazebo located on the Town Common.

The imagery also underscores the overall community vision's themes of access and community.



## Background and Purpose

Tewksbury's Community Vision Project has its roots in the update to the Tewksbury Master Plan completed in 2016 by RKG Associates. In June 2011, Tewksbury's Planning Board hired the Northern Middlesex Council of Governments (NMCOG) to conduct a series of public meetings and draft components for a future update to their Master Plan. RKG Associates was hired to complete the Master Plan in 2014, including the creation of new Master Plan goals and a review of the status of the goals proposed in the 2003 Master Plan. This updated Master Plan was completed and approved by the Planning Board in 2016, at which time some questions were raised as to the Master Plan's relevance to the current community. Wishing to confirm that these goals are supported by Tewksbury residents, the Board of Selectmen chose to take the planning process a step further by commissioning a town-wide Community Vision Plan to gather broad community input on Tewksbury's future direction.

Where a Master Plan is a comprehensive planning document that establishes the community's long-term policy, a Community Vision Plan is a tool for collecting a community's objectives for what their town policies should achieve. The purpose of the Tewksbury Vision Plan is to gather together the individual ideas, preferences, and goals of community residents to develop a set of comprehensive statements which speak to the character of the community and how it sees itself developing in the next twenty years. The question at the heart of this plan is how well does the updated Master Plan speak to the current goals of the community, and what, if anything, needs to be added or changed to better reflect the Town and its goals for the future.

## Methodology

To carry forward the community visioning project, the Board of Selectmen appointed a Community Vision Committee to oversee the completion of the community vision plan. This volunteer committee selected the consultant team led by JM Goldson community preservation + planning, with sub-consultants Judi Barrett of RKG Associates and Mark Favermann of Favermann Design to work with them to oversee and complete their community vision plan. Working in cooperation with the committee, the team developed a two-pronged approach to assist the community in understanding their vision for the future of Tewksbury in 2037. In part one, the consultant team worked with the committee and community members to develop community branding. Beginning with words and phrases associated with the town as well as its most locally significant sites and images, the consultant team assembled a series of images to represent the community. This process helped community members identify what is special about Tewksbury and what elements stand out as important to its character and lifestyle. The resulting final community brand is the one that community members felt best spoke to what Tewksbury is today and what it strives to be in the future.

At the same time, the consultant team actively worked with committee members on the second part of the project to develop the community vision. The consultant team developed a comprehensive community engagement program to gather input from as-wide-a-range of residents as possible. Over the course of the six-month information gathering period of the project, community members provided comments both in-person and online through a series of open house and community forum style public meetings, use of the coUrbanize website for online comments, physical signage and newspaper articles, and survey information gathered at the Annual Town Meeting. The community comments directly informed the draft vision statements. The statements include both an overall community vision and a series of more specific vision statements patterned on the most prominently and often mentioned comments over the course of the project.

The recently completed Master Plan is the impetus for this visioning project, and it is natural that one of the first questions that will be raised by the statements below is whether or not the future goals of Tewksbury's residents were adequately reflected in the recommendations made in the Master Plan. To answer this question, each vision statement section includes an assessment of how each statement is, or is not, reflected in and consistent with the Master Plan.

This plan was adopted by the Community Vision Committee on July 20, 2017 and the Board of Selectmen on September 12, 2017.

# Chapter 2: Community Branding

## What is Community Branding?

Branding can best be defined as the process of establishing a symbolic and/or thematic representation of the character of a place, institution, organization, system, or product element. Community branding is the process of identifying and reinforcing the unique character of a community. The purpose of community branding is five-fold:

- to reinforce identity
- to visually define character
- to underscore uniqueness
- to link collective memory
- to connect communal familiarity

Creating a community brand for a specific place is a very different exercise from the process of creating a brand for an organization or product. There is history, traditions, and geography which must be accounted for and used to inform and focus the community's brand. These elements must coalesce into a vision of a shared civic expression that is visual, inspirational, and even aspirational. The brand needs a positive methodology to elicit the essence of a place, in this case Tewksbury, and must also create a sense of arrival, a sense of place, and a sense of shared visual memory and community ethos. The process of developing a community brand starts with the question:

*"What is Tewksbury?"*

Working with the consultant team, residents developed an answer which presents a layered and image-evoking visual representation of the community, leading to the creation and development of the community's brand. In short, the brand is the reflection of the community's character. There are various "tools" used to develop community branding that manifest themselves in a variety of physical elements ranging from the prosaic to the poetic. These tools can include the use of symbols, monuments, icons, gateways, street furniture, wayfinding and signage, pageantry (banners and bunting), public art, landscaping, and strategic visual theming. Wayfinding and signage are often the first of these tools to be put into use by a community.

The goal of a wayfinding system is to orient visitors while underscoring a sense of place, a sense of arrival, and a pride of place. In its simplest terms, the process of wayfinding is about creating comfort. Visitors and residents should be made comfortable getting around and exploring the town's various parts, whether they are shops, civic buildings, or cultural and/or recreational designations.

At present, wayfinding in Tewksbury is more about passing through the town, rather than finding direction within the community. While answering the question "Where is Tewksbury?" is certainly simpler than answering the question "What is Tewksbury?", at present there is little to direct visitors to the community. Other than a few signs on Interstate US 495 and Interstate US 93, there are no signs indicating where the town of Tewksbury is located. And once one arrives in Tewksbury, there are only modest indications, such as the standardized white state town sign, to acknowledge when one crosses the border into the community.

### Dimensions of Community Branding

There are three dimensions of community branding:

1. brand image or reputation
2. brand identity, the core concept of the community
3. brand behavior, the brand applied

Other major aspects influencing community branding include celebrating a community's attributes and assets; underscoring a positive perception; supporting economic stimulation; and strengthening pride of place. For community branding to work, the process needs to include the development of community narratives; engagement by the town's administration; small-scale interventions; shared communal experiences which lead to focused residential and local business perceptions; place promotion; stakeholder ownership; and a strategic vision.

This process underscores the notion of community participation that leads to community ownership.

Without a doubt, Tewksbury suffers from a weak visual identity, direction, and civic brand. Within its civic signage and wayfinding system, it is difficult to read and understand when you have arrived, where you are, and where you are going. The current, rather neutral, or even non-existent elements do not underscore the potential quality and vitality of the town, and its signage does not provide enough real wayfinding information. As the town’s administration wished to address these questions, community branding was integrated into the community visioning process to develop a strategic community solution.

With this new wayfinding system, Tewksbury is creating a strong sense of arrival, a sense of place and a sense of shared visual expression that underscores and reflects its environmental and residential qualities as well as its future potential. However, this does not mean that the town will have a proliferation of new signage at the end of this process. More often, the solution to good wayfinding involves fewer, but better, signs installed in the right locations.

## Branding Ideation Process

To create and develop an appropriate brand Tewksbury, the Board of Selectmen created a Community Vision Committee and appointed individuals representing various aspects of Tewksbury’s residential, civic, and business sectors. Initially, the consultant team presented two strategic slide presentations to the Committee explaining opportunities for beautification and enhancement and case studies on how other Massachusetts’ cities and towns had developed and used their community brands. After documentation and analysis of various community characteristics, the consultant team developed a presentation for the committee members to present its initial findings and to prime the pump for an interactive exercise.

The consultant team led committee members through a word-ideation exercise to describe Tewksbury. This interactive process allowed the committee participants and community staff to articulate descriptive terms, symbols, and colors. The participants addressed questions about Tewksbury’s future as well. The word-ideation process included a back-and-forth-review of which words were the most descriptive and which were less evocative. At the end of the process, the very essence of the town was described. The word-ideation exercises included the following lists of words and descriptions:

### ONE WORD DESCRIPTION

Community	Genuine	Swamp
Accepting	Caring	Roots
Gritty	Generous	Historical
Inclusive	Yankee	Turkeys
Competitive	Family	Linear
Tough	Safe	Heather
Loyal	Outdoorsy	Carnations
Heart	Sporty	Traditional
Unpretentious	Proud	
Real	Redman	

### TWO WORD DESCRIPTIONS

Family-oriented	Athletic Fields	Dog-friendly
Tewksbury-tough	Local Shopping	Mico Kaufman
Work Ethic	Community Rallies	Walking Trails
Market Basket	Supports Education	David Wade
Traditional values	Good Leadership	Town Center
Family First	Moving Forward	Family Values
Sports-oriented	Annie Sullivan	Hidden Gems
9/11 Memorial	Kid-friendly	Family Involvement
Conveniently located	Brown’s Tavern	

## THREE WORDS OR MORE PHRASE

Native American History  
Pride of Place  
Community Rises to Challenge

Rising to Challenges  
Great Place for Families  
Hardworking People

New England Traditions

## COLORS

Red

White

Blue

## SYMBOLS

Redmen  
T (for Tewksbury)  
Basketball  
Football  
Annie Sullivan  
Helen Keller

Water (Mico Kaufman's Statue)  
Minute Men  
Swamp  
Wetlands  
Trull's March  
Ames Hill

Town House (Hall)  
Gazebo  
High School  
Arrowheads  
Flowers

## THE FUTURE

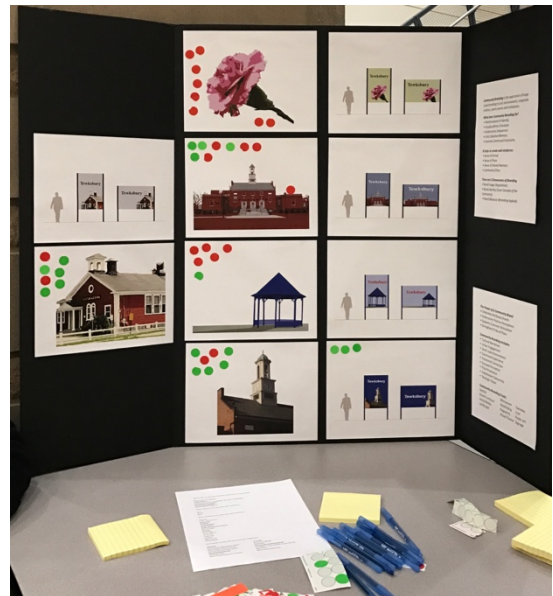
Planned  
Strategic  
More Green/Recreation Space  
Business-friendly  
More Pedestrian-oriented  
Sidewalks

Active/Vibrant Town Center  
Walking Trails  
Friendlier-Looking Main Street (Rt. 38)  
Community Gathering Place  
Balanced/Mixed Community

Bike Trails  
More Community Involvement  
More Local Ownership (local/small business)

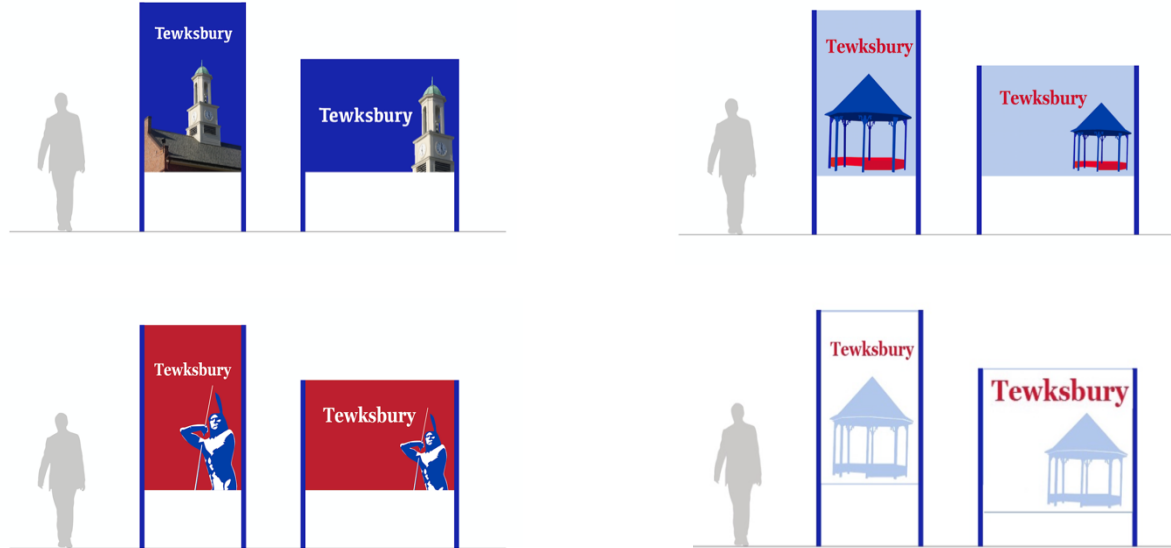
## Design Process

The consultant team based initial branding options on the results of this exercise for community review. In addition to soliciting community feedback at the public meetings, community members commented on the project website and social media. The branding designs went through various iterations. Various colors were studied as well. After carefully considering the design options and community feedback, the Vision Committee finalized a design to include in this plan.



*First Open House Signage Options and Voting*

*First Design Options, March 2017*



*Interim Iterations, May 2017*





## Resulting Design

The process led to a smooth working relationship between all members of the review team in developing a strong community brand which achieved its goal of community-ownership. The result is the proposed community branding shown below which illustrates the community's strategic goals in a three-dimensional setting. It is recommended that a phased program of implementation be developed to start to apply this brand to various communication avenues including but not limited to wayfinding, websites, and applications. No "natural or organic" slogans and/or taglines that underscore the optimistic nature of the branding program were developed during this process, and so there are no slogans or tagline suggested here for Tewksbury's brand.

The result of this process is the creation of a brand image that shows Tewksbury's pride of place by using images of the Town Hall and the celebratory Gazebo located on the Town Common. Tones of red, white, and blue are incorporated into the image and will be used on all sign elements. The structures reflect both the history of Tewksbury and its sense of community. White letters contrast with the blue for strong directional and locational information. In addition, a decorative band on the bottom of the major signs will include carnations, a historic product of Tewksbury. To enhance various aspects of the streetscape, decorative artwings (weathervane-like sculptural elements) and toppers will illustrate the Gazebo and the Town House as well.





## Potential Uses

The family of elements shown below was created to underscore a consistent environmental graphic format. This will be applied to physical elements reflected throughout all wayfinding and environmental and experiential graphic design aspects. By applying these elements to new signage, Tewksbury can establish clear and distinctive directional, informational, regulatory and identity signs which strengthen the notions of pride of place and strong community ownership. In addition to these elements, a clear and concise set of illustrated guidelines which out standards for elements has been created for vendor bidding and use by fabricators/installers of the family of elements.



# Chapter 3: Community Visioning

## What is Visioning?

Visioning is the process by which a community considers what it wants to look and feel like in twenty years.<sup>1</sup> The process is community based, neighbors talking to neighbors about the future of their neighborhoods and town. It is a chance to look beyond existing conditions, finances, and political questions to consider what the community could be at its very best. It should not represent any one person's point of view, but the consensus of the community, and its success is dependent on gathering input from as many age groups, neighborhoods, business community members, and interest groups as possible.

A good vision plan is one that makes people feel optimistic and which gives the community a focus for its future work. Importantly, a good vision plan must also embrace change as an inevitable part of any community's future. The role of the vision plan is to identify what changes will best meet the needs and goals of the community, and to set a course for developing a manageable plan by which the community can achieve it.

Prepared by  
JM Goldson  
11/2/15

### What is Community Visioning?

Imagine what your community could be at its very best.

Visioning is the act of imagining the future. Before there can be a meaningful plan, community members must agree on a mental picture of what they want their community to look like, feel like, and be like. What would the community be like at its very best?

**20-Years from now...**

Who lives here?  
What are they doing?  
What are their homes like?  
How are they getting around?

**The Visioning Process**

**Engaging Community Members**

Community members of various ages, backgrounds, genders, and occupations are brought together in interactive sessions to share ideas. The project team reaches out to the whole community to involve as many residents and community stakeholders as possible in the process to gain meaningful participation.


The process typically includes one or more facilitated community workshops to guide community members in answering the following three questions:

- 1) Where are we now?
- 2) Where are we going?
- 3) Where do we want to be?

**What Comes After Visioning?**

The community's Vision Statement should be incorporated into the Plan that identifies goals and strategies to achieve the vision. The Plan will answer the question "How do we get there?" It will be important that goals and strategies in the Plan be consistent with and serve to achieve the community vision.

Nothing happens unless first a dream.  
- Carl Sandburg



## Visioning Process

The Visioning Process is the route by which the vision plan is created. The route can take a variety of forms, depending on the community's reasons for the project and ultimate goals. In Tewksbury's case, the visioning process was inspired by the completion of the 2016 Master Plan Update, and so its route is guided by that plan. Consultants JM Goldson focused the process primarily on community outreach and attempted to target as wide a range of residents as possible. In addition to regular meetings with the Community Vision Committee, the visioning process included the following steps.

### COURBANIZE

One of the most significant resources used during the vision process was coUrbanize, an online community development platform that aims to help communities build better cities, together. Its interactive project sites help communities distribute information and gather online feedback from residents and community stakeholders.

In Tewksbury, the site was used to host a Community Visioning Webpage which allowed residents to add comments for the plan at any time. A community mapping tool allowed residents to suggest changes at specific locations, and regular updates were sent from the site to keep residents informed and promote project interaction. Tewksbury community members were very active on this site, generating 125 followers and logging in 535 comments in just over three months!

## Our library is pretty great.

## What else would make Tewksbury a better place to live?



Text your idea to:  
**(978) XXX-XXXX**

Tewksbury Community Vision Project  
[coub.co/tewksbury](http://coub.co/tewksbury)

powered by  coUrbanize

<sup>1</sup> Maine State Planning Office, *Community Visioning Handbook*, 2003.

CoUrbanize provided physical signs and a text messaging option as well, encouraging people to add comments as they moved through the community. The online tool remained available through the entire information gathering process and provided information on the project and its goals as well.

## **MARCH COMMUNITY OPEN HOUSE**

The first open house, held on Monday, March 27, introduced residents to the project and invited them to provide comments and suggestions on elements drawn from the town's Master Plan to assist the Committee in planning for Tewksbury's next twenty years.

Approximately thirty-five people attended the open house and actively engaged with the staff at each of ten stations, providing valuable comments and insights. The stations were set up in a horseshoe around the room and included Community Branding, Land Use and Zoning, Economic Development, Transportation, Natural and Cultural Resources, Open Space and Recreation, Housing, Community Facilities and Services, Top Priority/Most Important, and a final station, "Anything Else?", where attendees were asked to elaborate on any items not covered in the other stations.



Each station was staffed by either a Vision Committee member, town staff, or a member of the consultant team to answer questions on the subject area and visioning process. The main conclusions drawn from this meeting include the following:

- Change is a serious concern – both the loss of business which leave unsightly vacant buildings and lots and the recent surge in large scale developments of apartments and condominiums.
- Sidewalks are the #1 requested change and residents want to see Tewksbury become a walkable community
- Access is a key issue for the community - residents want to be able to drive, walk and bike safely and easily through town.
- More diverse and high-quality businesses are needed to make Tewksbury a destination instead of a pass-through community.
- History is important to the community which wants to retain the traditional New England character of the Town as it develops into the future.
- Existing Open Space and Recreation resources are beloved and should be enhanced and protected.
- Maintaining and protecting the Town's existing resources, including its municipal buildings, schools, and institutions, is important.

## **FORUMS - SENIOR CENTER AND TOWN OFFICIALS**

Two community forums were held over the course of the project at Tewksbury's Senior Center. The first solicited input from town officials and was held on April 3, 2017, while the second was focused on the community's senior population and held on May 18, 2017. Both meetings followed the same format and approximately twenty-three people took part overall. The forum was designed to be interactive and informative, with attendees receiving a presentation on the project and participating two exercises, one as they walked in the room asking them to comment on "What is great about Tewksbury?" and their preferred branding idea, and the second at their tables where they were given forty-five minutes to respond to questions about the future of the community. The main conclusions received from these meetings include the following:

- Community and People are the town's most significant resource.
- Town Hall is the preferred branding symbol.
- Many town-owned buildings and open spaces are important to residents, who appreciate the town's work to maintain and improve.
- The town's community centers and open spaces are its most special places.

- New sidewalks, redeveloping vacant business sites, and developing better access to Natural Resources are all very important to the community.
- Revitalizing the town's commercial and business community is a missing priority for the town.
- Future large-scale developments should be limited to preserve Tewksbury's character.
- Traffic is a major concern.

## **TOWN MEETING SURVEY**

The Community Vision Committee set up a table at the entrance to the town's May 1, 2017 Annual Town Meeting, where Town Meeting members stopped by to take part in two exercises and a project survey. The two exercises included an opportunity to provide comments on what makes Tewksbury great and to vote on the two most recent drafts of the community branding options.

The survey included seven statements based on the comments received at previous meetings and online, and asked residents to identify whether they were Very Important, Important, Somewhat Important, or Not Important to the future of Tewksbury. The survey included a comment section with each statement and had two additional questions asking what could be missing from Tewksbury and what were its character defining elements. Surveys could be dropped off in a box after Town Meeting and a total of eighteen were completed.

## **AFTER SCHOOL VISIT**

The consultant team facilitated two student focus groups at Tewksbury after school programs on May 18, 2017 – one at the Ryan Elementary School with fifth and sixth graders, and a second at the Wynn Middle School with seventh and eighth graders. After a brief explanation of the visioning process and its goals, students learned how to add comments and concerns on the coUrbanize website. Consultants provided program assistance and time to add comments, and provided information on how to access the project in the future.

## **JUNE COMMUNITY OPEN HOUSE MEETING AND ONLINE SURVEY**

On June 1, 2017, the Community Vision Committee hosted its second open house to solicit input and comments from Tewksbury residents on the seven draft vision statements developed based on project comments to date. Approximately six people attended the open house, which was designed similarly to the first open house with stations set up for comments on each draft vision statement and the revised community branding option, and staff at each station to address any questions.

As the attendance for the June open house was not as high as hoped, the Committee decided to further test the draft statements through an online survey. The Tewksbury Vision Survey was published using the coUrbanize site the following Monday and remained live for two weeks. The survey was well received and gathered over two hundred responses on the draft statements, which were then revised to reflect the community's responses and comments. The main conclusions drawn from the comments received at the open house and online are as follows:

- Sidewalks, walking paths, and bike paths are widely recognized to be the most necessary improvement.
- Residents are in general tired of seeing the development of condominium and apartment units and would rather see it halted or return to more single-family units.
- Traffic in Tewksbury is a major concern in the development or revitalization of the Town Center or of new parks or residential areas.
- Residents are enthusiastic about preserving open space and creating better access to natural resources.
- Many responses support a better connectedness among the people in town.

# Chapter 4: Summary of Findings

This report presents one overall vision statement and six sub-statements. Each of these statements reflects a community-defined theme for the future of Tewksbury, either a goal that residents would like to see met, or an existing resource or community treasure which they are eager to see retained and preserved.

## Overall Vision Statement for Tewksbury 2037

*Access is at the heart of Tewksbury's vision for 2037 – access to enjoy its natural resources and open space; to new options for traveling between its neighborhoods, stores, parks, and public resources; and to new public venues and programs in addition to the time-honored traditions which enhance its community connections.*

Residents enjoy the access that they have today to Tewksbury's natural resources, the State Hospital Land, ponds, playing fields and municipal resources and want to both preserve and promote these resources and increase their overall accessibility. At the same time, many are eager to see the town look beyond cars to develop continuous and safe access for pedestrians and bicyclists. The top priority is a desire for more sidewalks to provide safe and convenient opportunities to walk in the community.

Residents' suggestions varied from seeking improved access between neighborhoods, parks, and playgrounds to better access to commercial areas and the ability to move more freely through the community. Similarly, access by car and the traffic, which complicates those trips, was also a popular topic. Many residents shared their concerns for congested roadways and dangerous intersections, and are eager for the town to develop solutions that improve access through the community as well as to and from its commercial centers.

The wish to provide access within the community to more local stores, shopping and dining destinations, and family entertainment opportunities, came up repeatedly in discussions on how Route 38/Main Street could be improved and developed for the future. In short, Tewksbury's vision for the future is one where its existing resources are accessed and developed to their highest potential, making Tewksbury an exciting destination both for residents and visitors alike.

The purpose of this vision statement is to provide Tewksbury with a guide which helps future changes to reflect the needs and goals of the community. In this case, the town will want to carefully consider any future development to ensure that any benefits, such as funding to complete new sidewalks, trails, bike paths, and rail trails, etc., are not overshadowed by correspondingly negative impacts to traffic and community character.

### TEWKSBURY'S VISION AND THE MASTER PLAN

This vision plan is intended to complement the Town's 2016 Master Plan. Ideally, a master plan is consistent with and supports the community vision. In Tewksbury, the town completed the Master Plan prior to the vision plan, so it is important to review the Master Plan for consistency with the vision. Overall, the Master Plan is consistent with the overall vision. The Master Plan proposes specific improvements to zoning, design guidelines, and sign bylaws to ensure that future developments also meet the needs of the community, respect the town's open space and environmental concerns, and include design elements and requirements that enhance the visual appeal of the commercial districts as well as their function and use. The sub-statements support many of the Master Plan's goals and recommendations but also expose gaps in the process. The similarities and differences are more specifically detailed below. A complete list of the Master Plan goals referenced in the Community Vision Plan is included in the Appendix.

### RECOMMENDATIONS

Potential next steps for this vision statement could be to create design guidelines which encourage retention of the area's character, and preemptory review of what parcels remain which may be developed so that the community has an opportunity to proactively plan for its future.



## Heart of the Community - Town Center

*With its central location and high visibility, Tewksbury's Town Center is reimagined as a walkable community core with local business and restaurant options adjacent to a vibrant community gathering and activity space where residents come together for concerts, cultural programs, and community festivals and events. A close relationship develops between these businesses and public gathering space, enhancing the area with new opportunities for events and encouraging residents to linger as they stop to meet up with old friends and check out the latest additions to the area.*

Tewksbury developed as a largely rural and open community and as such, did not develop a traditional town center. As the community transitioned into a suburban residential community in the mid- and late- twentieth century, commercial businesses developed along the Route 38/Main Street corridor with little connection to one another or the surrounding neighborhoods.

This vision statement addresses a goal expressed by many – the community needs a central space in town to gather and hold events. The purpose of this vision statement is to encourage the town to look at how planning, zoning, and design guidelines can be used as tools to create the town center that Tewksbury residents want and need. The primary goal is to establish a central gathering space for festivals, concerts, and events, but this vision also considers the need to develop a walkable commercial district surrounding the revitalized public space to draw residents into the area. Fostering vibrant businesses and services in the town center would enhance the vitality of this area and assure its success.

This vision offers residents an opportunity to invent a new community resource, a centrally located public gathering space near schools and municipal offices, the senior center and library, which could galvanize community focused development in the area. A more walkable town center would also lead to more connections between the main municipal resources noted above, leading to shared events and better connections through the center of the community.

Some residents through the visioning process expressed concerns with the cost of such a development and with creating an island of connected businesses which ignored the rest of the town. This last comment was also followed by a suggestion that the town consider the town center as one of several “districts” in town, all of which could then be connected by sidewalks.





## Town of Tewksbury ENVISIONING TEWKSBURY 2037

### MAP 1 Tewksbury Town Center

Outlined parcels comprise the Town Center as defined in Tewksbury's Town Center Master Plan (2016). The Town Center Overlay District includes a much larger area.



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## THE VISION IN RELATION TO VARIOUS RECENT PLANS

No discussion of the town center can be complete without considering the planning efforts which have already taken place in Tewksbury for this area. The idea of creating a more vibrant community center with shops and community gathering spaces has been widely discussed and considered in three different planning documents in recent years, all of which encourage the direction suggested in this vision statement.

### 2016 Town Center Master Plan

In April 2016, the Cecil Group completed a Town Center Master Plan which looked at both the municipally-owned structures at the center of the community and the surrounding sites along Main Street, Pleasant Street, and East Street. The resulting plan reconfigured surrounding roadways, established an expanded Town Common with more public gathering space, improved access and parking, and introduced pedestrian infrastructure and sidewalks into the area. In short, all elements that are supported by the current vision statement and the comments received over the course of the project.

### 2017 Municipal Campus Development Study

This plan was followed by a more focused Municipal Campus Development Study completed by Harriman (formerly the Cecil Group) in February 2017 which looked at how the triangle of municipally owned land comprising the Town Hall, Town Hall Annex, Fire Station, and parking areas could be reimaged to begin to create the engaging and active Town Center envisioned in the Town Center Master Plan. The resulting plan encourages the expansion of the Town Common, provides several options for replacing the Fire Station, shows how each option would impact/improve the area, considers how to begin adding new mixed-use development to the site, and offers strategies for addressing parking concerns. Although a debt exclusion proposal for funding the Town Center project failed at the ballot in 2017, the 2017 Annual Town Meeting voted to fund the fire station replacement and a proposal to rezone the area for commercial development

was approved. This suggests that while the town is reluctant to fund all the proposed changes to the area, there is support for taking incremental steps towards the overall goal.

### **2016 Tewksbury Master Plan**

The town center vision relates directly to one of the ten key recommendations of the Tewksbury Master Plan completed in 2016 by RKG Associates – namely, that the town continue to pursue the creation of a traditional downtown area in the town center. This vision statement also reflects several of the Master Plan goals, including that the town “protect and enhance its town center in order to maintain its historic integrity and create a sense of place;” that it “foster the arts and cultural activities by creating new opportunities for creative enterprise” by developing a central community gathering space for such event; and that it “strive to create walkable commercial center, while protecting and respecting the historic and cultural landscape” by developing the historic town common area into a local destination which provides pedestrian connections both within the space and extending out into the community.<sup>2</sup>

The close connection between the vision statement and Master Plan goals reinforces the importance of the Town Center to Tewksbury residents and their preference to see it grow and develop into a community space. While there are members of the community who have expressed concerns for the cost of such changes, the changes themselves have not received any objections.

### **RECOMMENDATIONS**

It cannot be forgotten that there are many people in the community who are not yet convinced that this is the right direction for the Town Center. Gradual steps, such as the work on the Fire Station and to rezone the area as approved at Town Meeting, appear to be the best next step for this area while the town works to address the concerns of those not yet ready for this vision of the Town Center.

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<sup>2</sup> RKG Associates, Inc., *Tewksbury Master Plan 2016*. Pages 3-4



## Our Homes - New and Old

*Tewksbury is committed to ensuring that there are housing options available to residents at all stages of life. The town nurtures a balance of housing types including the preservation of the town's existing housing stock. Through community support, a wider range of housing types are made available which both respect the character of the community and increase its affordability.*

The development of multiple large apartment and condominium complexes in recent years has added to the variety of the types of housing now available in Tewksbury. However, many residents expressed concern that these units are drawing in commuting professionals rather than providing housing for those in the community with changing needs. Affordability continues to be an issue for Tewksbury residents who are concerned that their children will not be able to afford to remain in the community, or who are aging out of their current homes and are finding it difficult to locate alternative options.

The amount of recent development has made many residents concerned for the direction that the community is taking, leading some to prefer a return to a focus on single-family development instead. This goal recognizes that the community is concerned with the extent of its recent development and encourages future housing reviews to balance preserving the community's character with increasing the accessibility and affordability of Tewksbury's housing stock to build a diversified inventory that meets the needs of all residents.

During the community visioning process, comments in this category generally fell into one of two areas of discussion. The first and most often heard concern was for the large new developments constructed here over the last few years. Residents are concerned with the impact that these developments have had on the traffic and character of the community. Some feel that they are robbing the town of its open, rural character and introducing a density of development and suburban design quality previously unseen in Tewksbury. When the question of development was raised during public meeting and online, most residents called for a halt to any new development and a return to the single-family home construction of past years. There is a feeling that the town has been strained enough by the developments constructed up in recent years, and that a moratorium is needed to consider other alternatives and options, as well as to deal with the problems created by the existing developments, before any more are constructed.

On the other hand, many residents agree that preserving the affordability of the town is important. These people also want development to slow down, but are interested in seeing it continue in a reduced format that is better targeted to the needs of the community. This group urges future growth which is designed to blend in with the character of the community.

Although developing housing is not a popular topic at present, it is anticipated that over the twenty-year life of this vision statement, the town may find that it has a need for a more diverse and affordable housing inventory. The vision statement has been revised from earlier iterations to address community sentiment and concerns.

### OUR HOMES AND THE MASTER PLAN

The town's vision statement for housing relates directly to several elements of the Master Plan, but does not necessarily support the recommendations in the Master Plan. The statement urges Tewksbury to retain its variety of housing options, but tries also to recognize the community's aversion to further large-scale development. Tewksbury's shortage of affordable rental housing is one of the Master Plan's Ten Key Issues, and the Master Plan's goal to "Ensure that decent and affordable housing is available to all income groups while continuing to add more state-recognized, deed-restricted affordable units to achieve the 10 percent minimum under Chapter 40B"<sup>3</sup> are certainly goals supported by the statement, but action on them should be tempered by consideration of future impacts to the community.

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<sup>3</sup> Ibid. page 11, 3

The town is very close to reaching the state's goal for 10 percent of year-round housing stock to be affordable and listed on the Subsidized Housing Inventory (SHI) – as of 2014, the town had reached 9.6 percent and it is very possible that further units have been added to the inventory since that time.

In addition, two of the Master Plan's recommendations for housing also relate to this vision statement. Recommendation 4.3.2 "Reuse Town-owned residential buildings" is one means of increasing housing in the community while meeting the vision statement's goal of providing new housing options which retains the town's existing character. Recommendation 4.3.11 "Encourage development of more affordable rental housing" could meet the need for more starter-home level affordable housing in the community, but should be considered only after carefully studying the town's existing housing stock.<sup>4</sup>

## RECOMMENDATIONS

This vision statement suggests that more analysis is needed to determine housing need that includes extensive community engagement to clarify how best to approach housing development in Tewksbury. The Town just completed an update of its 2012 Housing Production Plan which was accepted by the Planning Board and approved by the Board of Selectmen in July 2017.

## Business and Shopping

*The boost in visitors and local encouragement inspires private property owners to reinvigorate old storefronts and clean up vacant parcels, expanding the commercial tax base. Public infrastructure improvements correct traffic problems and introduce sidewalks to the area, and the increased accessibility brings in new businesses and draws destination stores and restaurants into the area. The Town's enthusiasm for creative solutions to the empty storefronts and vacant lots along Route 38/Main Street encourages these businesses to consider new ideas for revitalizing the area.*

Time and again, any discussion of the future of Tewksbury comes back to the question of how to address the known problems along the Route 38/Main Street corridor and turn it into the well connected, accessible shopping area that the community dreams of. Traffic, vacant lots, old fashioned and neglected storefronts – all these elements were called out in community meetings as reasons to avoid Tewksbury's main corridor. Yet residents are eager to change this perception. They want to be drawn to this area, to see it opened to pedestrian and bike traffic, to host family entertainment options along with shops and restaurants, and to again become a vital part of daily life in Tewksbury.

Tewksbury's vision for its businesses and shopping districts includes not only the types of businesses that the community wants and needs but how they are located, designed, and accessed. Residents are eager to see this area contribute more to the finances of the town by drawing in "destination" stores and restaurants and supporting local establishments that bring visitors to the community and build up the existing tax base. Existing storefronts are encouraged to be updated and shopping centers redesigned to promote more walking between stores and sites, rather than moving one's car with each trip.

Following the theme of increased connectivity and access, residents are eager to see new and improved sidewalks and trails installed throughout the commercial areas which tie into the surrounding residential communities and encourage alternative forms of transportation throughout town.

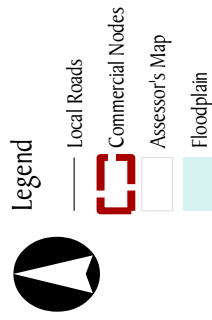
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<sup>4</sup> Ibid. page 78



**Town of Tewksbury**  
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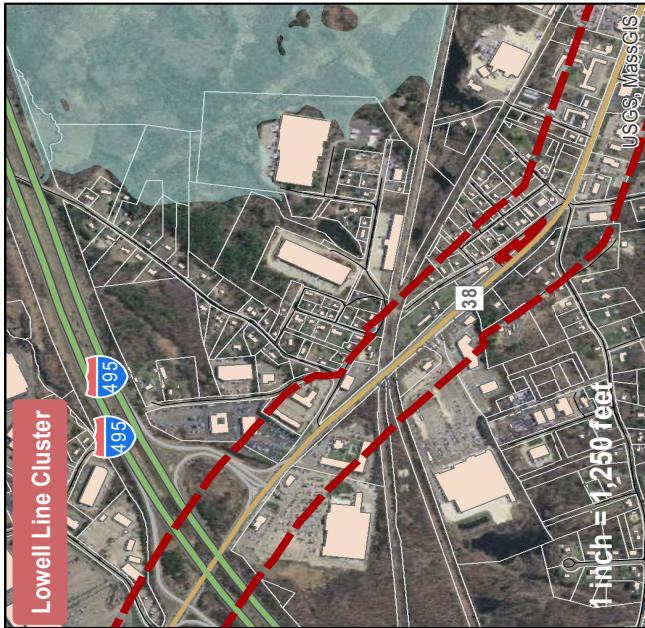
**MAP 2**  
**Commercial Areas**



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So many comments were received over the course of the community visioning project that two initial statements were presented for discussion and review at both the Open House and in the Tewksbury Vision Survey.

Option One - The success of new venues emboldens business owners to consider more diverse opportunities, bringing family activity and entertainment options as well as a wider range of shopping and dining opportunities to the town. The town's support and encouragement for walkability and access promotes new business "neighborhoods" where one can find entertainment, dining, and shopping at one parking destination.

Option Two - The boost in visitors and local encouragement inspires private property owners to reinvigorate old storefronts and clean up vacant parcels, expanding the commercial tax as a result. Public improvements and increased accessibility promotes new businesses and draws destination stores and restaurants into the area. The Town's enthusiasm for creative solutions to the empty storefronts and vacant lots along Route 38/Main Street encourages these businesses to consider new ideas for revitalizing the area.

While both statements received favorable responses, option two came out ahead of the more mixed results received for option one. Those who preferred option two commented that they liked the focus on correcting existing problems and revitalizing and reinvigorating the town, but were concerned that traffic, the search for new businesses, and walkability would not be addressed. In comparison, those who preferred option one cited its focus on walkability and bringing in new businesses, but also did not want the town to ignore its existing problems or to focus on one new destination center while the rest of the commercial district suffers. While option two was ultimately the most well received, it was amended to reflect the missing elements noted in the survey comments. The revised statement now addresses the need for sidewalks and traffic improvements as well as referencing a need for new businesses in the community.

## **BUSINESS, SHOPPING, AND THE MASTER PLAN**

Goals and recommendations for improving commercial properties, particularly those on Route 38/Main Street, can be found throughout the Master Plan, just as they also emerged in every discussion on the future of Tewksbury. This area continues to be a critical one for the community, and many residents would like to see the area develop into a thriving commercial corridor which meets the needs of visitors and residents and grows the commercial tax base.

Developing a comprehensive strategy to build the economy in Tewksbury, particularly in the overlay districts along Route 38, is one of the ten key issues of the Master Plan, and is found in two of the ten key recommendations, replacing the overlay framework on Route 38 with distinctive, workable base districts and creating design standards for site plan reviews both speak to the community's vision of a new Route 38 corridor with better sited, designed, and landscaped businesses which draw more customers to the community.<sup>5</sup>

In the Economic Development section of the Master Plan, no less than thirteen recommendations refer to the vision for the future of Tewksbury's Business and Shopping Districts as expressed in this vision statement.<sup>6</sup> These recommendations cover the spectrum of vision goals for the area, including pursuing redevelopment opportunities that further the character of the community, developing incentives to redevelop and restore vacant and underperforming sites, expanding the tax base of the community, improving pedestrian and vehicular access to the area, and bringing in more diverse stores to name just a few.

## **RECOMMENDATIONS**

This vision statement supports the direction of the Master Plan recommendations to develop a comprehensive economic strategy that includes a focus on the Route 38/Main Street corridor. Such strategy could incorporate site planning and architectural design objectives to help create a visually appealing and pedestrian-oriented focus.

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<sup>5</sup> Ibid. Pages III and IV

<sup>6</sup> Ibid. Pages 81-83



## Getting Around Tewksbury

*Developing a walkable community with a strong network of sidewalks, paths, boardwalks, and trails unites Tewksbury's residents and encourages a safe and healthy alternative for getting around town. The town's initiatives to develop connections between its existing open spaces, recreational areas, shops, and restaurants not only provide new options for residents but also draws visitors to enjoy the recreational and shopping opportunities Tewksbury has to offer. The popularity of these alternative transportation corridors assists the Town in addressing its traffic problems and provides opportunities for new solutions for these issues.*

It became clear early in the visioning process that connectivity and access were the most pressing issues on most resident's minds when they considered how Tewksbury should grow in the future. Sidewalks—improving existing and developing new ones—was by far the number one request at each community meeting and online, with residents expressing both their frustrations and their hopes for what the town could be with the addition of more connections between its popular community sites. And while sidewalks are the key to improving pedestrian access throughout the community, they are also considered by many to be just a start. Trails, pathways, and boardwalks connecting Tewksbury's natural resources; rail trails and bike paths to provide alternative transportation routes for bicyclists; and a new walkway/trail to connect Tewksbury to the nearest commuter rail station were all raised as possible future connections to not only provide a safe alternative to driving through the community, but a healthier one as well. The need for better, non-vehicular connections is also a common theme in the Business and Shopping, Town Center, and Natural and Open Space vision statements, providing a clear example of one change which could dramatically impact Tewksbury's goals for the future.

A second, but also prominently discussed, area of comments referred to the town's roadways themselves. Many residents wrote in online about dangerous intersections, neighborhood cut-throughs, and the need for traffic calming measures through the town. Individuals at meetings raised concerns about traffic on Route 38 and the inability to cross town, or access those stores, on busy weekend mornings. As with the comments on sidewalks, traffic concerns were another area of comments which appears in multiple vision statements.

Because these two ideas were so prominently raised both online and at meetings, two draft vision statements were proposed in the Tewksbury Vision Survey to address both concerns.

Option one - Developing a walkable community with a strong network of sidewalks, paths, boardwalks, and trails unites Tewksbury's residents and encourages a safe and healthy alternative for getting around town. The town's initiatives to develop connections between its existing open spaces, recreational areas, shops, and restaurants not only provide new options for residents but also draws visitors to enjoy the recreational and shopping opportunities Tewksbury has to offer.

Option two - Tewksbury reenergizes its roadways with new signage, traffic calming measures, and revised designs for safety improvements on its roadways. These accessibility and transportation enhancements inspire residents to move around more freely in the community.

Here both statements received support, but the first option was clearly more popular than option two. However, while option one was preferred, many felt that the two options should be combined, as increasing options for pedestrian and bicyclists in the community could also be an important tool for dealing with traffic. Others noted that public transportation could have a role in addressing traffic problems as well.

As this statement was considered by many responding to the survey to be the most important one proposed, the final vision statement has been amended to reflect how alternative options for moving through the community could be a benefit to both those who wish to walk and ride, as well as drivers. As suggested by the extent of comments and suggestions proposed, there is not one ultimate solution to Tewksbury's traffic issues but a variety of actions and options are needed to address each intersection and area individually.

## GETTING AROUND TEWKSBURY AND THE MASTER PLAN

Just as residents considered this vision statement to be the most important one proposed, transportation and traffic issues were also prominently referenced throughout the Master Plan. The first of the Ten Key Issues identified in the Master Plan is traffic congestion, particularly on Route 38, and the third issue is the lack of infrastructure for pedestrians and bicyclists.<sup>7</sup>

The Master Plan recommends that Tewksbury adopt a Complete Streets Policy to provide a variety of transportation options for residents and address the town's concerns for "connectivity" throughout the community.<sup>8</sup> The Master Plan also raises numerous specific concerns about intersections, roadway congestion and traffic circulation which mirrors the concerns raised by residents during this process.

The Master Plan also supports the expansion of the town's sidewalks over a ten-year period, a recommendation that had also been included in Tewksbury's 2004 Master Plan. The Town has already begun to act on this recommendation with Town Meeting's approval of funding to begin the expansion of sidewalks throughout the community.

While the vision statement does not support every recommendation for transportation made in the Master Plan, it does reflect approximately thirty-two of the fifty-two recommendations for traffic changes in the Master Plan. These recommendations address elements such as sustaining the local character of the roadways while improving accessibility, improving connections between land uses, promoting improved signage, neighborhood trails and bike lanes, and seeking MassDOT and other grant funds to support and construct these improvements. A complete list of all the relevant recommendations is included in the Appendix.

## RECOMMENDATIONS

This vision statement supports the direction of the Master Plan recommendations for transportation improvements and therefore suggests these recommendations should be diligently implemented as a high priority for the community.

## Municipal Resources

*Tewksbury's many town-sponsored activities and programs, from its Harvest Festival to the Memorial Day parade, contribute to the town's unique character and build up connections within the community. These connections are strengthened by the community's support for its public institutions such as the Library, advocacy for new improvements such as a recreation center, and commitment to building and expanding the town's public resources and opportunities in ways which preserve its essential character.*

This vision marries two community sentiments raised regularly during this project – the strong sense of community in Tewksbury and its concern with protecting and preserving its municipal resources. Tewksbury's residents value both the people and places which make Tewksbury unique, and urged throughout the process that both resources be protected. For example, the Public Library, Town Hall, and Senior Center were all noted to be valuable resources which the community enjoys and is eager to see preserved for the future. Residents also see opportunities for the town to expand municipal resources to include more youth facilities and programs, and to develop new community concerts and outdoor events to bring more people out to interact and enjoy Tewksbury's public spaces.

To reflect the two elements noted above, two options for vision statements were proposed in the Tewksbury Vision Survey.

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<sup>7</sup> Ibid. Page II

<sup>8</sup> Ibid. Page IV

Option one - As Tewksbury grows and changes, residents eagerly work to preserve the character of the community while also planning for the needs of its future. Alongside strong support for the preservation of much beloved institutions such as the well-loved Library, residents also advocate for new improvements, such as a new recreation center, to build and expand opportunities for the community of the future.

Option two - Tewksbury's many town-sponsored activities and programs, from its Fall Festival to the Fourth of July parade, contribute to the town's unique character and build up connections within the community.

Community members strongly preferred option two over option one. Commenters looked at option one as a "need" and option two as a "want." Those who voted for option one found more value in supporting those resources that serve the community daily and supporting new resources that can be made widely and regularly available, than in supporting one-time events which may serve a limited audience. However, the fact that option two received more support suggests that there is strong support in the town for those events and activities that are outside of the day-to-day routine and that draw residents together for a common activity.

Also, common to both statements are the concerns expressed. Comments for both goals shared the same concern for the cost and associated responsibilities for achieving their proposed goals. As there is clearly value in, and support for, both points of view, the two comments were combined in the final vision statement above to reflect both the needs and wants of the community for their future.

## **MUNICIPAL RESOURCES AND THE MASTER PLAN**

All seven of the recommendations made in the Services and Facilities section of the Master Plan are reflected in some aspect of this vision statement. Although a large part of this section of the Master Plan deals with the town's schools, which were not directly addressed in any detail in the comments received over the course of this project, the preservation of the school buildings as recommended in the Master Plan could be considered as the preservation of an important municipal resource and clearly falls under the intent of the vision statement. Other municipal resources noted in the Master Plan, such as the Town Hall, Senior Center, and Fire Stations, are noted resources which the town envisions supporting well into the future.

However, while the Master Plan supports the creation of community spaces, its recommendations fall short of the vision statement's intent to continue to support the community through its festivals and events, and may be a consideration for additional recommendations in the future.

## **RECOMMENDATIONS**

This vision statement supports the direction of the Master Plan recommendations regarding municipal resources overall, however the vision statement indicates the town may want to consider additions to the Master Plan that address how to support community events and festivities that strengthen the town's pride and sense of community.

## Protect and Enjoy our Natural and Open Space Resources

*Tewksbury's growing walkability embraces its natural resources including the State Hospital Land, Livingston and Frasca parks, and Long and Ames ponds, incorporating their pathways and walking trails into the network. As the town increases the visibility and access of these sites, it is inspired to explore new ideas for their preservation. The town works with residents to actively support, enjoy, and publicize these resources and develops additional trails, boat rentals available, and new signage, as well as partnering with local nonprofits, and working to purchase other significant open sites before they are lost.*

From the very first discussion at the Open House in March through the most recent responses to the Tewksbury Vision Survey, open space and natural resources consistently remained at the top of resident's lists of the most important elements in Tewksbury. The wide-open fields, State Hospital Land, municipal parks, and public ponds were brought up time and again as community defining resources to be enjoyed and preserved. This statement speaks volumes about the community mentioned in the previous statement – people in Tewksbury want to come together wherever possible, and to not only preserve their resources, but to actively enjoy them and share them both with neighbors and visitors alike. While many towns seek to limit access to their unique resources to town residents, Tewksbury takes the opposite track in their vision for their natural resources and open spaces, and it is a character defining statement both about the community as it is today and as it strives to be in the future.

Building on this sentiment, many comments suggested that the town's true natural gems remain largely unrecognized by the public, and their comments urge the town not only to recognize these spaces, but to encourage efforts to increase their accessibility to the public in ways big and small, from new signage to the construction of new trails and the installation of additional recreational amenities, particularly at Tewksbury's ponds. Connections between the town's open space, playing fields, and public gathering spaces are also encouraged to provide additional options for access throughout the community. Here too, the need for increased pedestrian walkways and sidewalks was regularly raised, with a focus on adding the town's existing open space pathways and walkways to a network of pedestrian connections in addition to installing sidewalks between the town's parks and neighborhoods to encourage safer access.

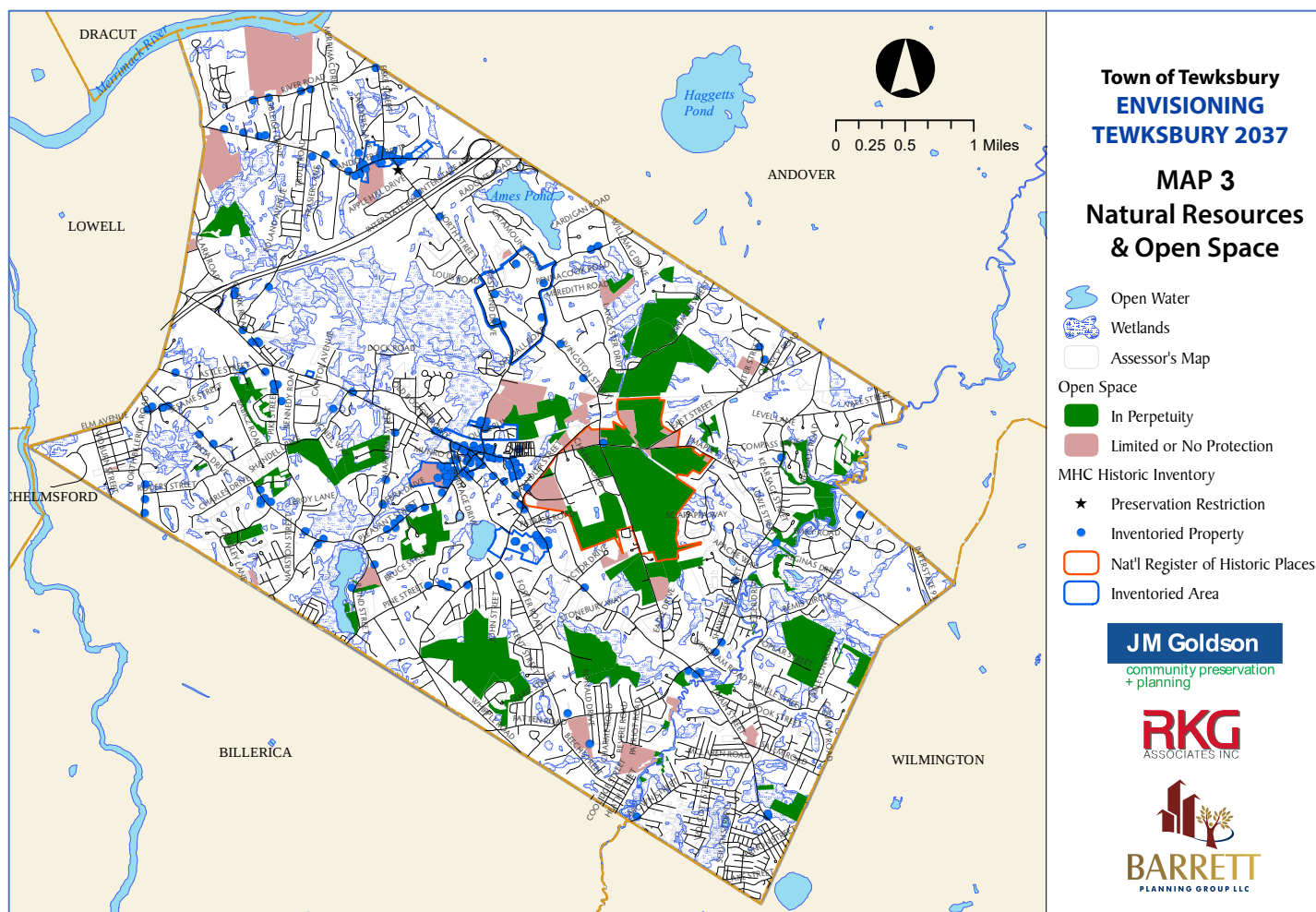
Two options were proposed for this vision statement – one which focused on the town's support for actively enjoying its existing resources and expanding the options available within them, and a second that focused on the issues of improving access to and within the town's open space and natural resources.

Option one - The State Hospital Land, Livingston Street and Frasca Playing Fields, Long and Ames Pond – all are well loved by Tewksbury residents, who are eager to explore new ways to actively support, enjoy, and publicize these resources. Inspired by this community sentiment, the town creates new strategies including additional trails, boat rentals, and signage.

Option two - Tewksbury's growing walkability embraces its natural resources, incorporating its pathways and walking trails into the network. As the town increases the visibility and access of these sites, it is inspired to explore new ideas for their preservation, including partnering with local nonprofits, and purchasing other significant open sites before they are lost.

Unlike the previous option statements where one statement was clearly preferred over another, here the two statements were virtually equally supported with no clear community preference. As both statements were strongly supported, the statement presented here represents a combination of the two options that recognizes both accessibility and preservation as important goals for the future.





## NATURAL AND OPEN SPACE RESOURCES AND THE MASTER PLAN

The elements of this vision statement are divided between two sections of the Master Plan – Natural and Cultural Resources and Open Space and Recreation. The vision statement supports two of the recommendations in the Natural and Cultural Resources section which involve supporting the restoration of Long Pond in recommendation 4.5.6 “Continue work on assessment for Long Pond’s water quality with the ultimate goal of transforming the pond into a significant community and recreational asset” and the expansion of use at Ames Pond in recommendation 4.5.7 “Consider Ames pond for further recreation and economic opportunities.”

This vision statement also supports one of the two recommendations made in the Open Space and Recreation section, namely recommendation 4.6.2 “With the amount of family entertainment and recreation already in town, consider marketing the town as a recreation destination, and further maintaining and enhancing existing assets.” This recommendation reflects the community’s interest in sharing and promoting its resources, but falls short of encouraging the vision statement’s additional goal of enhancing and maintaining these assets.

In addition, while these recommendations do support the overall focus of the vision statement, they do not go into any detail as to how these goals might be accomplished. The vision statement recognizes these resources as being some of Tewksbury’s most important features and central to the character of the community.

## RECOMMENDATIONS

The importance of this element in the community’s vision for the future suggests that the town is ready to focus further study on its natural and open space resource. The Town is now in the process of updating its Open Space and Recreation Plan which will look at the town’s current needs and future goals for these resources.

# Appendices

- A. Chart of Master Plan Recommendations and Vision Statement Comparisons
- B. Summaries of Face-To-Face Community Engagement Events
- C. Results of Online Survey of Draft Vision Statements
- D. Summary of CoUrbanize Online Comments

## A. CHART OF MASTER PLAN RECOMMENDATIONS AND VISION STATEMENT COMPARISONS

#	Master Plan Recommendation	Vision Statement Area	Does the Vision Statement support the Master Plan Recommendation?
4.1.1	Conduct a zoning audit and a comprehensive review and update of Tewksbury's Zoning Bylaw.	NA	
4.1.2	Update development review and special permit forms and applications, and allowing for electronic submittals by proponents.	NA	
4.1.3	Review zoning for target development parcels in the Town and determine the most desired use for the properties in the future.	Business and Shopping	Yes – statement is supportive of new and different businesses and expanding the tax base
4.1.4	Consider implementing a Low Impact Development (LID) Bylaw.	NA	
4.1.5	Update the Town's sign bylaw to better guide business owners.	Business and Shopping	No – it is not directly mentioned in the statement but improving signage was discussed in community comments
4.1.6	Revisit the Town's approach to zoning on Route 38 and consider supplementing or replacing the overlay framework with distinctive, workable base districts.	Business and Shopping	Potentially – statement is supportive of new and different businesses and expanding the tax base but does not reference zoning solutions
4.1.7	Establish well-developed buffering standards for all industrial areas, particularly along East Street.	NA	
4.1.8	Establish a light industrial zone for some of the areas currently zoned Heavy Industrial.	NA	
4.1.9	Consider allowing convenience retail and various personal and business services in industrially zoned districts, i.e., modernize the Town's industrial district use regulations to meet contemporary standards for industrial and office parks.	NA	
4.1.10	Consider changing the OSRD special permit to an OSRD "by right" provision to encourage open space by design in new residential developments.	NA	
4.1.11	Consider creating design standards for site plan review to which the Planning Board can enforce. These may include architectural design, environmental performance standards, and landscaping and aesthetics.	Business and Shopping	Potentially – statement is supportive of improving the appearance of commercial districts but does not reference design standards
4.1.12	Consider developing a photovoltaic zoning bylaw to encourage such initiatives.	NA	
4.1.13	Review uses allowed by right in the Limited Business District (LB) and the Office/Research District (OR).	NA	
4.2.1	Conduct a comprehensive inventory of town-wide pedestrian and bicycle network and address gaps in connectivity.	Getting Around Tewksbury	Yes – addresses connectivity
4.2.2	Adopt a Complete Streets policy where appropriate, that provides for a variety of transportation choices that meet the needs of all age groups, abilities, and preferences.	Overall Vision Statement, Getting Around Tewksbury	Yes - addresses two statements by proposing policy to improve access and alternative transportation options
4.2.3	Develop and implement a long-term sidewalk enhancement program.	Getting Around Tewksbury	Yes – speaks directly to goal of vision statement
4.2.4	Encourage programs for walking and biking through the school and recreation departments and through employer TDM programs and the Junction TMO.	Getting Around Tewksbury	Yes – speaks directly to goal of vision statement
4.2.5	Develop walking and cycling paths that connect activity areas and link to alternative means of transportation.	Getting Around Tewksbury	Yes – speaks directly to goal of vision statement
4.2.6	Promote neighborhood trails. Develop subdivision regulations to provide new trails and improve access to existing by dedicating "paper streets" (i.e. public rights-of way that are not roadways).	Getting Around Tewksbury	Yes – speaks directly to goal of vision statement

#	Master Plan Recommendation	Vision Statement Area	Does the Vision Statement support the Master Plan Recommendation?
4.2.7	Identify potential locations for bike rack and pedestrian bench installations, and increase numbers of these amenities at key locations.	Getting Around Tewksbury	No – transportation amenities were not included in the vision statement
4.2.8	Identify roadways with sufficient width to stripe bike lanes; analyze these locations, and implement where appropriate.	Getting Around Tewksbury	Yes – speaks directly to goal of vision statement
4.2.9	Require new developments to provide links to pedestrian and bicycle accommodations.	Getting Around Tewksbury	Yes – speaks directly to goal of vision statement
4.2.10	Promote healthy travel (bicycle and walking) to and from all schools.	Getting Around Tewksbury	Potentially – statement is supportive of health benefits and alternative transportation but does not address specific user groups
4.2.11	Require developers to include sidewalks and bike facilities in new development or pay into a fund for future pedestrian and bicycle accommodation.	Getting Around Tewksbury	Yes – speaks directly to goal of vision statement
4.2.12	Continue to support volunteer groups to advocate for off-road pedestrian and bicycle trails.	Getting Around Tewksbury	Potentially – statement is supportive of health benefits and alternative transportation but does not address specific user groups
4.2.13	Identify jurisdiction and potential safety improvements for high-accident locations.	Getting Around Tewksbury	Potentially –not addressed in statement addresses concerns raised in comments
4.2.14	Coordinate with state on projects that involve high accident locations and lobby for specific improvements to address the accident patterns.	Getting Around Tewksbury	Potentially –not addressed in statement addresses concerns raised in comments
4.2.15	Identify high accident locations that are not part of ongoing project and initiate studies to identify potential safety improvements.	Getting Around Tewksbury	Potentially –not addressed in statement addresses concerns raised in comments
4.2.16	Work with MassDOT to conduct Roadway Safety Audits for high accident locations, particularly Salem Road at South Street. Implement corresponding actions in response to the findings.	Getting Around Tewksbury	Potentially –not addressed in statement addresses concerns raised in comments
4.2.17	Identify geometric and traffic control improvements to improve safety at high accident locations and lobby for funding of these improvements.	Getting Around Tewksbury	Potentially –not addressed in statement addresses concerns raised in comments
4.2.18	Work with MassDOT to improve functionally obsolete bridges on I-495 within Tewksbury.	Getting Around Tewksbury	
4.2.19	Coordinate with MassDOT, NMCOG, adjacent regional planning agencies, and adjacent municipal plans to establish and enhance connections between key regional adjacent municipal plans to establish and enhance connections between key regional destinations.	Getting Around Tewksbury	No – regional issues are not mentioned in the vision statement
4.2.20	Solicit support from legislators as needed to prioritize and implement regional connectivity projects.	Getting Around Tewksbury	No – regional issues are not mentioned in the vision statement
4.2.21	Identify gaps in connectivity between modes and implement improvements to improve overall connectivity, thereby providing the “last mile” link for intermodal trips.	Overall Vision Statement, Getting Around Tewksbury	Yes - addresses both increased accessibility and transportation alternatives (public transportation)
4.2.22	Provide shelters, benches and bike racks at bus stops.	Getting Around Tewksbury	No – transportation amenities were not included in the vision statement



#	Master Plan Recommendation	Vision Statement Area	Does the Vision Statement support the Master Plan Recommendation?
4.2.23	Promote existing public transportation service to the Route 38 commercial area.	Business and Shopping, Getting Around Tewksbury	Yes - establishes public improvements on Route 38 and transportation alternatives
4.2.24	Coordinate with LRTA to improve pedestrian and bicycle connections to bus stops through "associated transit enhancements" available through provisions of MAP-21.	Overall Vision Statement, Getting Around Tewksbury	Yes - addresses both increased accessibility and transportation alternatives (public transportation)
4.2.25	Identify potential gateway locations based upon the side of road environment.	NA	No - gateway locations were not discussed in any vision statement
4.2.26	Initiate community/commercial participation to maintain gateways. For example, promote an "Adopt an Island" program that is supported by business or community groups.	NA	No - gateway locations were not discussed in any vision statement
4.2.27	Provide welcome signs at gateways. Consider alternative and creative materials for the signs, such as plantings.	NA	No - gateway locations were not discussed in any vision statement
4.2.28	Improve landscape and streetscape at gateway locations.	NA	No - gateway locations were not discussed in any vision statement
4.2.29	Establish clear sight lines at gateways.	NA	No - gateway locations were not discussed in any vision statement
4.2.30	Incorporate "Complete Streets" design, when feasible and consistent with other master plan goals.	Overall Vision Statement, Getting Around Tewksbury	Yes - addresses statements by proposing policy to improve access and alternative transportation options
4.2.31	Consider the transportation-land use connection for future development to manage traffic and parking demand.	Getting Around Tewksbury	Potentially - not directly addressed in statement but wide range of traffic solutions are supported by community comments
4.2.32	Develop and implement a master sign program for aesthetic and consistent appearance.	Getting Around Tewksbury	Potentially - improving visibility of signage was proposed in community comments
4.2.33	Promote pedestrian scale signage, street lighting, and wayfinding when implementing streetscapes.	Getting Around Tewksbury	No – transportation amenities were not included in the vision statement
4.2.34	Pursue intersection improvements at Route 38 intersections noted in this document.	Getting Around Tewksbury	Potentially - not addressed in statement but subject raised in community comments
4.2.35	Pursue Route 38 improvements presented in the Route 38 Study in cooperation with MassDOT, such as regulating curb cuts and improved access management.	Getting Around Tewksbury	Potentially - not directly addressed in statement but wide range of traffic solutions are supported by community comments
4.2.36	Review "complete streets" policies from other towns in MA and throughout the U.S. and develop a guidance document for use on local projects to allow multi-modal uses on roadways.	Getting Around Tewksbury	Potentially - not directly addressed in statement but wide range of traffic solutions are supported by community comments
4.2.37	Minimize and strategically place curb cuts to minimize conflict points. Update the commercial zoning requirements to promote curb cut consolidation.	Getting Around Tewksbury	Potentially - not directly addressed in statement but wide range of traffic solutions are supported by community comments

#	Master Plan Recommendation	Vision Statement Area	Does the Vision Statement support the Master Plan Recommendation?
4.2.38	Sustain the local character of roadways by implementing traffic calming in appropriate locations. Use traffic calming techniques to discourage cut-through traffic on neighborhood streets.	Getting Around Tewksbury	Potentially - not directly addressed in statement but wide range of traffic solutions are supported by community comments
4.2.39	Provide timely pavement management through the pavement management program created in 2014, and obtaining funding to "catch up" on deferred maintenance.	Getting Around Tewksbury	No - road construction and maintenance was not discussed in this vision statement
4.2.40	Consider drafting and funding a comprehensive town-wide Traffic Master Plan. The plan should include a detailed capital plan with a list of projects intended to reduce congestion at intersections and safety. Basic conceptual plans and order of magnitude cost estimates should be part of this plan which should seek public input to prioritize a list of projects.	Getting Around Tewksbury	Potentially - not directly addressed in statement but wide range of traffic solutions are supported by community comments
4.2.41	Integrate traffic impact studies and peer reviews of the traffic studies for planned developments. For large scale developments, continue to implement peer reviews of traffic studies to be paid by developer to ensure accuracy and completeness of studies.	Getting Around Tewksbury	Potentially - not directly addressed in statement but wide range of traffic solutions are supported by community comments
4.2.42	Create development thresholds and guidelines for traffic impact studies to standardize the permitting process.	Getting Around Tewksbury	Potentially - not directly addressed in statement but wide range of traffic solutions are supported by community comments
4.2.43	Establish development impact fees or a mechanism by which developers could contribute toward a large-scale transportation improvement in lieu of providing specific infrastructure improvements.	Getting Around Tewksbury	No - further large scale development was not supported in the overall vision plan
4.2.44	Allow traffic mitigation at off-site locations such as development proposed in the Victor Drive area, where improved connectivity of land uses is possible.	Getting Around Tewksbury	Potentially - although development is not supported in this vision statement, improved connectivity is strongly supported
4.2.45	Assess parking regulations and adopt policies that encourage shared parking where appropriate.	Getting Around Tewksbury	No - parking was not discussed in this vision statement
4.2.46	Review amending the Zoning Bylaw and Planning Board Subdivision Rules and Regulations where by commercial projects with no adjacent sidewalks or residential projects that opt for sidewalk waivers contribute to a fund to be used to expand the town wide pedestrian and bicycle system. Also review a potential subdivision regulation change that could provide incentives for development of bike paths to eventually join a real network.	Overall Vision Statement, Getting Around Tewksbury	Yes - addresses both vision statements by supporting increased access and connectivity; directly supports creation of sidewalks and paths
4.2.47	Maintain pavement quality, and signage database created in 2014 and coordinate maintenance programs with the database.	Getting Around Tewksbury	No - road construction and maintenance was not discussed in this vision statement
4.2.48	Expand database into a complete asset management system that could include sidewalks, pavement markings, street lights and traffic signals.	Getting Around Tewksbury	No - road construction and maintenance was not discussed in this vision statement
4.2.49	Coordinate with NMCOG and MassDOT to investigate and pursue funding.	Getting Around Tewksbury	Potentially - not in vision statement but addresses community comments on concern for cost of programs
4.2.50	Lobby for projects to be prioritized and placed on TIP and assistance from MassDOT for state controlled roadways.	Getting Around Tewksbury	Potentially - not in vision statement but addresses community comments on concern for cost of programs

#	Master Plan Recommendation	Vision Statement Area	Does the Vision Statement support the Master Plan Recommendation?
4.2.51	Prioritize use of limited local funding sources.	Getting Around Tewksbury	Potentially - not addressed in statement but addresses community comments on concern for cost of programs
4.2.52	Seek other forms of grants to promote non-motorized forms of transportation.	Getting Around Tewksbury	Yes - addresses community comments on concern for cost of programs and vision statement supports alternative transportation
4.3.1	Partner with other organizations for infill on Town-owned parcels upon completion of a comprehensive parcel inventory.	Our Homes - New and Old	No - further development was not proposed in the vision statement
4.3.2	Reuse Town-owned residential buildings.	Our Homes - New and Old	Yes - meeting the vision statement's goal of providing new housing options which retains the town's existing character.
4.3.3	Encourage development of infill of private sector affordable housing.	Our Homes - New and Old	No - further development was not proposed in the vision statement
4.3.4	Continue to be proactive in maintaining and protecting existing affordable housing units.	Our Homes - New and Old	Yes - supports vision statement goal of maintaining housing options
4.3.5	Consider preserving historic structures by taking advantage of the Town's Demolition Delay Bylaw to convert historic structures into affordable housing.	Our Homes - New and Old	Potentially - preservation of historic resources is not part of this vision statement but could meet goal of providing housing that retains community character
4.3.6	Promote programs that allow residents, especially those that are elderly and disabled, to remain in their homes.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.7	Evaluate and revise existing development regulations and Comprehensive Permit Policy for fairness and efficiency.	Our Homes - New and Old	No - further development was not proposed in the vision statement
4.3.8	Take advantage of Tewksbury Hospital services for residents with subacute and chronic medical diseases, traumatic brain injuries and other neurologic conditions.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.9	Work cooperatively with developers and the state to establish some level of local preference in new affordable housing developments for persons living or working in Town.	Our Homes - New and Old	No - further development was not proposed in the vision statement
4.3.10	Investigate the potential for adopting a Chapter 40R Overlay District.	Our Homes - New and Old	No - further development was not proposed in the vision statement
4.3.11	Encourage development of more affordable rental housing.	Our Homes - New and Old	Yes - could support vision statement but only with further study.
4.3.12	Document the specific needs for veterans living in and around Tewksbury and construct affordable veterans housing units that meet those needs.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.13	Make training and educational opportunities on affordable housing available for Town Board and Committee members and staff.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.14	Increase public awareness of and support for affordable housing through increased outreach and public education.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement



#	Master Plan Recommendation	Vision Statement Area	Does the Vision Statement support the Master Plan Recommendation?
4.3.15	Pursue the purchase of units and provide a subsidized buy-down on the purchase price to qualified first-time homebuyers	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.16	Research additional alternative funding sources to subsidize new affordable housing units.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.17	Investigate opportunities available under a Regional HOME Consortium to generate additional funding for housing.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.18	Work with the Northern Middlesex Council of Governments to develop a Regional Housing Plan for the Greater Lowell Region.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.19	Research and promote First-Time Homebuyer Program opportunities in the region and State to make existing homes more affordable.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.20	Research and communicate Foreclosure Assistance Programs in the region and State to help homeowners avoid foreclosure.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.21	Work with programs like the Common Ground Development Corporation, a subsidiary of Community Teamwork, Inc., to develop affordable housing projects.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.3.22	Refer families who are, or in jeopardy of becoming, homeless to the HomeBASE Household Assistance program.	Our Homes - New and Old	No - specific housing programs were not discussed in the vision statement
4.4.1	Give preference to reuse and redevelopment over the development of greenfields.	Business and Shopping	Yes - this action is directly supported by the vision statement.
4.4.2	Identify and pursue additional redevelopment opportunities that further desired community character.	Business and Shopping	Yes - this action is directly supported by the vision statement.
4.4.3	Strategically use incentives to aid in the redevelopment of underperforming or vacant business sites.	Business and Shopping	Yes - this action is directly supported by the vision statement.
4.4.4	Continue to streamline the permitting process across town departments.	Business and Shopping	No - the permitting process is not included in this vision statement
4.4.5	Continue to focus on creating a traditional downtown area in the Town Center.	Heart of the Community - Town Center	Yes - this action is directly supported by the vision statement.
4.4.6	Ensure land use planning and development regulations provide adequate opportunities to respond to market conditions.	Business and Shopping	Potentially - regulations are not included in this vision statement but town is encouraged to assist future redevelopment
4.4.7	Encourage businesses that create a diverse economic base, bring employment opportunities and grow the tax base.	Business and Shopping	Yes - this action is directly supported by the vision statement and community comments
4.4.8	Encourage and attract new innovative, technology-based and "green" business and industry, consistent with the town's vision.	Business and Shopping	Potentially - specific business types are not stated in the vision statement but encouraging new business is supported in the community comments
4.4.9	Promote and support the establishment, retention, and expansion of locally-owned businesses.	Business and Shopping	Yes - this action is directly supported by the vision statement and community comments



#	Master Plan Recommendation	Vision Statement Area	Does the Vision Statement support the Master Plan Recommendation?
4.4.10	Support and actively participate in local and regional organizations that foster and promote economic development.	Business and Shopping	No - specific development programs are not included in this vision statement
4.4.11	Continue to strengthen the town's affiliation with relevant state agencies such as MOBD and MassEcon.	Business and Shopping	No - specific development programs are not included in this vision statement
4.4.12	Facilitate efforts to link local businesses with Greater Lowell Workforce Investment Board, UMass Lowell, and Middlesex Community College, as means of addressing workforce development needs.	Business and Shopping	No - specific development programs are not included in this vision statement
4.4.13	Support and expand opportunities for cultural activities and local arts.	Business and Shopping Municipal Resources	Yes - both vision statements support o public improvements and community cultural activities
4.4.14	Increase the involvement of the Town in the EDIP program and identify other state funding programs that can attract more private investment to the community.	Business and Shopping	No - specific development programs are not included in this vision statement
4.4.15	Focus more attention on vacant and underutilized properties for reuse and redevelopment by listing these sites on the Town's upgraded web page and including them on NMCOG's web page.	Business and Shopping	Yes - this action is directly supported by the vision statement and community comments
4.4.16	Designate the Community Development Director as the town's Permitting Ombudsman and build upon the current Development Cabinet to move projects through the permitting process more efficiently and effectively.	Business and Shopping	No - the permitting process is not included in this vision statement
4.4.17	Work with the Economic Development Committee to target specific industries for recruitment. Utilize the Location Quotient (LQ) tools to determine the strengths of the various subsectors of Tewksbury's industry and build upon it by attracting similar firms to the community so as to establish economic "clusters".	Business and Shopping	No - industrial areas and specific development programs are not discussed in this vision statement.
4.4.18	Work with NMCOG, the Greater Lowell Chamber of Commerce and Middlesex 3 on branding and cross marketing activities that will increase private investment in the community that could benefit Tewksbury's workforce and residents.	Business and Shopping	No - marketing programs were not part of the community comments and are not included in this vision statement
4.4.19	Develop an effective marketing program through the Economic Development Committee by partnering with local business leaders to serve as Ambassadors for the community.	Business and Shopping	No - marketing programs were not part of the community comments and are not included in this vision statement
4.4.20	Build upon the town's historical resources to establish the community as a destination location.	Business and Shopping	Potentially - historic resources were not discussed in the vision statement but creating destination centers is raised in the community comments
4.4.21	Develop a permitting checklist, flow chart and development handbook that can be accessed online by developers to ensure timely approvals.	Business and Shopping	No - the permitting process is not included in this vision statement
4.4.22	Work with the Lowell Regional Transit Authority (LRTA) to re-examine public transit routes so that they better address the needs of businesses, consumers and workers in accessing Tewksbury's commercial and industrial locations.	Overall Vision Statement Business and Shopping	Yes - supports both vision statements to add public improvements and increase connectivity and access
4.4.23	Attract more diverse restaurants and businesses to provide Tewksbury residents with greater opportunities to purchase locally.	Business and Shopping	Yes - this action is directly supported by the vision statement and community comments

#	Master Plan Recommendation	Vision Statement Area	Does the Vision Statement support the Master Plan Recommendation?
4.4.24	Develop a pedestrian and bike trail that will interconnect with the town's commercial centers and open space areas.	Business and Shopping, Getting Around Tewksbury	Yes - this action is directly supported by both vision statements and community comments
4.4.25	Utilize the services of the Greater Lowell Workforce Investment Board (GLWIB) to address the needs of employers and underemployed and unemployed workers.	Business and Shopping	No - specific development programs are not included in this vision statement
4.4.26	Build upon the town's designation as a Green Community by targeting the growing Renewable Energy industries as prospective employers and tax payers.	Business and Shopping	No - specific business areas and development programs are not included in the vision statement
4.4.27	Reexamine the potential development opportunities available at Lowell Junction/I-93 and within the various traffic corridors (Woburn Street, Route 133, East Street, Route 38) studied over the past five years.	Business and Shopping	Potentially - process could lead to further redevelopment which is supported in both the vision statement and community comments
4.4.28	Continue to address land use conflicts/zoning revisions along East Street, and pursue zoning changes to provide additional retail services along Woburn Street, to support the office and industrial uses located along the corridor.	Business and Shopping	Potentially - process could lead to further redevelopment which is supported in both the vision statement and community comments
4.4.29	Work with MassDOT and NMCOG to implement the traffic improvements, pedestrian improvements and access management measures outlined in the Route 38 Corridor Study.	Business and Shopping	Yes - this action is directly supported by the vision statement and community comments
4.4.30	Complete the Town Center Master Plan, review the existing Town Center Overlay Bylaw for consistency with the Master Plan, and develop a strategy for implementing the recommendations outlined in the Town Center Master Plan.	Heart of the Community - Town Center	Yes - this action is directly supported by both vision statements and community comments
4.4.31	Address infrastructure issues that provide barriers to the development of commercial and industrial properties.	Business and Shopping	Potentially - could lead to public improvement and increased accessibility which is supported in both the vision statement and community comments
4.5.1	Reclamation of the existing roadway and sidewalk on Shawsheen Street at Heath Brook.	Getting Around Tewksbury	No - specific pollution and roadway improvements are not discussed in the vision statements
4.5.2	Raise South Street where Shawsheen River crests to an elevation of 85.0+ over a distance of several hundred feet.	NA	No - specific pollution and roadway improvements are not discussed in the vision statements
4.5.3	Install a 5' x 6' box culvert to mitigate existing failing culvert on Pinnacle Street.	Protect and Enjoy Our Natural and Open Space Resources	No - specific pollution and roadway improvements are not discussed in the vision statements
4.5.4	Examine Sewer infiltration and inflow costs expenditures and flood proof the existing sewer manhole structures located within the 100-year floodplain.	NA	No- specific public works infrastructure are not discussed in the vision statements.
4.5.5	Mitigate point and non-point pollution through proper land management and agricultural practices, effective maintenance of motor vehicles, zoning and erosion control bylaws, and homeowner education.	Protect and Enjoy Our Natural and Open Space Resources	No - specific pollution and roadway improvements are not discussed in the vision statements
4.5.6	Continue work on assessment for Long Pond's water quality with the ultimate goal of transforming the pond into a significant community and recreational asset.	Protect and Enjoy Our Natural and Open Space Resources	Yes - the vision statement supports the protection and preservation of the town's natural resources.

#	Master Plan Recommendation	Vision Statement Area	Does the Vision Statement support the Master Plan Recommendation?
4.5.7	Consider Ames pond for further recreation and economic opportunities.	Protect and Enjoy Our Natural and Open Space Resources	Yes - the vision statement supports the protection and preservation of the town's natural resources.
4.5.8	Finalize any remaining cleanup on Rocco's Landfill site so that the full site, to the extent possible, can be utilized by the community.	Protect and Enjoy Our Natural and Open Space Resources	No - specific pollution and roadway improvements are not discussed in the vision statements
4.5.9	Provide support to the Historical Commission on priorities for other older homes and historical artifacts in the area.	NA	No - Historic Resources are not addressed in the vision statements.
4.5.10	Obtain funding for a community-wide preservation plan and support the Historical Commission's effort to implement it.	NA	No - Historic Resources are not addressed in the vision statements.
4.6.1	Create an open space preservation and enhancement of services master plan for the Town.	Protect and Enjoy Our Natural and Open Space Resources	Potentially - project has the potential to preserve and protect resources supported by the vision statement.
4.6.2	With the amount of family entertainment and recreation already in town, consider marketing the town as a recreation destination, and further maintaining and enhancing existing assets.	Protect and Enjoy Our Natural and Open Space Resources	Yes - supports vision statement to increase visibility and access to its natural resources and open space.
4.7.1	Work with the School Committee to prioritize funding allocations for school improvements, potential redistricting, or consolidation due to decreasing enrollment.	Municipal Resources	Yes - supports vision statement to support and maintain its existing resources
4.7.2	Ensure landscaping and urban design of Town Hall fits with the context of surrounding buildings.	Municipal Resources	Yes - supports the vision statement to build and expand on the town's resources
4.7.3	Repair HVAC systems in the Town Hall Annex.	Municipal Resources	Yes - supports vision statement to support and maintain its existing resources
4.7.4	Consider renovating Public Works building.	Municipal Resources	Yes - supports vision statement to support and maintain its existing resources
4.7.5	Repair mold and water damage at the Senior Center.	Municipal Resources	Yes - supports vision statement to support and maintain its existing resources
4.7.6	Construct a new Central Fire Station.	Municipal Resources	Yes - supports the vision statement to build and expand on the town's resources
4.7.7	Make enhancements to North First Station	Municipal Resources	Yes - supports the vision statement to build and expand on the town's resources



## B. Summaries of Face-To-Face Community Engagement Events

# TEWKSBURY VISION PLAN COMMUNITY OPEN HOUSE: SUMMARY OF RESULTS

Prepared by JM Goldson 3/29/17

### Summary

The purpose of the Open House held on Monday, March 27 was to solicit input and comments from Tewksbury residents for the Community Vision Committee's work to develop a vision plan for Tewksbury 2037. Attendees were invited to provide comments and suggestions on elements drawn from the City's Master Plan and to assist the Committee in planning for the next twenty years of the Town's growth. Attendees actively engaged with the staff at each station, providing valuable comments and insights for the Vision Committee's proposed plan for the next twenty years.

### Main Conclusions

Responses received at each project station were generally specific to their focus area. However, after reviewing the entirety of the responses, a number of general themes began to appear. These themes for the future vision of Tewksbury include the following:

- Attendees are concerned with change in the community, particularly the loss of businesses, which has left unsightly vacant buildings and lots behind on Rt. 38 and elsewhere in the community, and the recent surge in large scale developments of apartments and condominiums.
- Sidewalks are the #1 request from all stations. Areas include all of Route 38, linking parks and recreational sites, and on narrow and winding roads where safety is a concern. This is the most common comment at all of the stations.
- Attendees want a walkable community. Sidewalks are the most requested item coming up at every station as a benefit to open space, recreation, economic development, housing transportation and land use. Attendees want to redesign the Town Center and shopping areas to be more welcoming and allow easier access between sites and businesses. More trails, paths and boardwalks are also called for in the Town's natural and recreation spaces.
- Access is another key issue for the community. Attendees want to be able to drive, walk and bike safely and easily through town. Numerous dangerous intersections and roadways were noted where traffic calming, signals, and signage are requested to address concerns. Attendees also want to see more connections between existing open spaces, recreational areas, and other destination sites.
- Attendees want to see more diverse and high quality businesses to make Tewksbury a destination instead of a pass-through community. Access and walkability play into this element as well.
- History is important to the community. Attendees want to find ways to retain the traditional New England character of the Town as it develops into the future. Preserving its historic buildings are also seen as a way to preserve the affordability of its housing stock and single family home character of its neighborhoods.
- Existing Open Space and Recreation resources are beloved by Town residents, who want to see them further enhanced and protected by encouraging land acquisition, local partnerships and community programs.
- Attendees encouraged the Town to think carefully about maintaining and protecting its existing resources, including its municipal buildings, schools, and institutions.

## Open House Design

The workshop took place in the Cafeteria of Tewksbury Memorial High School, 320 Pleasant Street, on Monday, March 27 from 6:00 pm to 8:00 pm. Approximately thirty-five people attended, not including Town Staff and Vision Committee members who were also present. The open house was designed to be both informative and highly interactive, with ten stations set up in a semicircle around the room. Each station covered an element of Town Planning and attendees were invited to walk at their own pace through the stations, providing comments on each discussion item as they moved through the room using post it notes available at a central table. Each station was staffed by either a member of the Vision Committee, Town Staff, or a consultant to answer any questions. Consultants JM Goldson community preservation + planning designed the open house and hosted the event, with Judi Barrett, RKG Consulting, assisting with the Land Use and Zoning station and Mark Favermann, Favermann Design, overseeing the Community Branding station. At the close of the Open House, all comments were collected by station and the transcriptions are available for review in the Appendix.

## Methods

Ten stations were set up in a horseshoe around the room, with each station staffed by either a Vision Committee member, Town staff, or a consultant. Stations included Community Branding, Land Use and Zoning, Economic Development, Transportation, Natural and Cultural Resources, Open Space and Recreation, Housing, Community Facilities and Services, Top Priority/Most Important, and a final station, Anything Else?, where attendees were asked to elaborate on any items not covered in the other stations. Each station included two boards - one with general information on the subject including key concerns and resources, and a second, blank board where attendees posted what they thought was great, missing, or needed further attention on that subject. The Community Branding station was an exception to this format, using a three-panel board to present potential branding designs which attendees were asked to vote on, as well as the blank board for post it notes and comments.

Attendees were welcomed as they entered the space and given nametags. Consultant Jennifer Goldson then showed them into the discussion area and explained the process. At a central table, attendees were invited to pick up post it notes and pens which they carried with them to each station. Attendees moved between stations at their own speed through the entire two hours of the open house. Staff at each station answered questions and elaborated on topics as needed.

## Open House Exercises

The Open House was structured as a single exercise to be completed at the attendees own pace. Comments were recorded at each station as follows:

### Community Branding

The results for the brand design voting at this station were a near tie between all five options. The third and second designs using the Town Hall image came in first and second place, with the Carnation design close behind in third place. The first Town Hall image design was the fourth and the gazebo design the last place options.

Comments at this station ranged between tweaks to the proposed design and entirely new ideas. Proposed changes to the existing ideas included adjusting the color of the Town house images (redder brick and whiter cupola) and the gazebo (make it green). It was also suggested that the carnation image included a title (Carnation Capital) or that it be combined with other branding images, including the Town hall or the gazebo, to represent the past and future of the Town. Another comment requested that the logos be more visible when scaled and easily understandable both in color and black and white.

Several attendees also had suggestions for entirely different designs. One attendee recommended that people be added to the logo, and a few suggested that the 9-11 Memorial would be a good image symbolizing people coming

together in the community. Another attendee recommended images from local agriculture such as vegetables, fruit, ears of corn, wheat, etc. The American flag was also recommended to be used.

## Land Use and Zoning

Comments at the Land Use and Zoning station took in a wide range of subjects and included both site specific and town wide suggestions for the future. Many residents expressed concern for the changing nature of the community as both a positive and negative force. Several attendees expressed concern with the condition of vacant buildings and lots, particularly on Rt. 38, recommending that the Town develop standards for maintaining temporarily vacant lots and buildings when businesses leave. It was recommended that in addition to requirements and standards, the Town also consider an excellence award for businesses who do a good job of maintaining their properties.

Rt. 38 was singled out by several attendees as a business strip that appears to be empty and gives the area an abandoned and neglected feeling. It was suggested that the long strip mall design of Rt. 38 be discouraged in the future and that a more cohesive town center with shops should be developed instead to make the Town more attractive to businesses. Another attendee agreed with the five key land use elements at this station, and wanted to see the Town upgrade and enforce the development standards as they believe it would raise everyone's property values. Beyond the commercial districts, attendees suggested that the Town is missing a cohesive plan and look, recommended that there be more public land in area neighborhoods, and that the Town move away from the Livingston Street model.

In addition to general development concerns and suggestions, attendees also had site specific comments. One attendee suggested that the Lantern Café building should become a medical building and another thought that Sycamore Hall should not include a bank with drive-thru due to traffic impacts on Pleasant Street. A third suggested that the Town draw in more amenities, such as a movie theater, to join the bowling alley in Town.

In general, attendee's comments expressed a wish to see the end of recent housing developments. One attendee felt that the development of apartments and multi-family units was out of control and several agreed that this development needed to stop. An attendee encouraged the Town to maintain a suitable buffer zone around all developments in the village overlay district, and multiple comments encouraged the Town to promote open space over further buildings. As one attendee put it "As beautiful as all the new buildings are, I would still like to see as much open space and walking paths thru woods as possible." This comment was echoed in numerous forms. Attendees encouraged the Town to plant more trees and save land for public use; develop more family friendly zones which include open space; open a dog park; open more lands like the State fields; and redesign the Town Center to be larger and greener. The Town was also encouraged to prioritize its existing open spaces and preserve its wetlands.

Along this same theme, one of the most commonly recommended elements is sidewalks – both installing new and maintaining existing ones throughout Town. Attendees called for them in both site specific locations (between the Midas and New Mexican restaurant, any road with yellow lines) and as a generally needed amenity to make the community more attractive and family friendly. One attendee noted that both the 2016 and 2003 Master Plans considered Tewksbury's pedestrians and bicycle networks to be deficient and that many major roadways are not safe for pedestrians or cyclists. In particular, Rt. 38 was singled out as a first priority for sidewalks. Along these same lines, walking trails were also recommended at this station.

Additional comments also noted at this station include a signage code, with limits on the size, shape and color of new signage, and traffic concerns, particularly on Whipple Road where drivers did not generally obey speed limits.

## Natural and Cultural Resources

This station covers a wide range of resources which make Tewksbury unique, and the responses reflect the elements which attendees felt strongly should be developed and protected. Sidewalks, trails and walkability were again noted as key elements in increasing the positive characteristics of the Town, in this case by providing access to

recreational and open space amenities. Attendees recommended that existing opportunities to walk should also be improved, including access to the area around the Shawsheen River and the construction of trails around Long and Round ponds.

Other attendees looked beyond the natural resource opportunities for walking and suggested that the Town create walkable areas where people can gather, including a shopping and restaurant district which encouraged more foot traffic. One attendee acknowledged that some locations might be hard pressed to accommodate a fully accessible sidewalk and wondered if narrower ones were possible, arguing that a smaller sidewalk would still be better than no sidewalk in those areas. In addition to walkability, attendees also suggested considering the use of bicycles in Town and how to make streets safer for them. More options for transportation throughout Town were also recommended.

Beyond walking, several attendees suggested that the Town look at improving its natural resources by developing a composting program and increasing the frequency of recycling pickups. Attendees also urged the Town to complete a water study on Long Pond and find out whether there were any other sources of funding for its restoration.

Historic sites and properties were also commented on by attendees at this station. One attendee stated the opinion that it is important to preserve historical places but was concerned that they not be treated as bargaining chips for builders and did not want to choose between demolition and allowing development in inappropriate locations. Another attendee suggested that the Town develop a date marker program for historic properties and require that such properties be maintained. It was noted that the historic building adjacent to the Toyota dealership and several buildings on the Tewksbury hospital site are in danger of demolition and should be preserved. The importance of the traditional New England Town center, including the Town Commons and Congregational Church, were also recognized by attendees, who recommended that the Town consider designating the area as an historic district for its future protection. Attendees also suggested that the Town consider how it can recognize and share its history, such as Tewksbury's former title of "Carnation Capital." Attendees proposed that the Town find a way to educate children and the public to understand and appreciate Tewksbury's long history.

Several attendees expressed an interest in seeing the Town develop its cultural opportunities to draw more visitors to its businesses. It was suggested that the Town work with the State on the town center improvements to incorporate the additional elements that residents are looking for without losing its essential character. One attendee remembered when the Town hosted concerts at the bandstand/gazebo in the center and recommended that those activities be reinstated. Attendees also encouraged more Town events, such as a Harvest Fest, and the introduction of new venues such as a movie theater. Lastly, it was suggested that the Town develop and maintain informational kiosks and website materials that explain the cultural, historical, and natural features of the Town.

## Housing

Responses at the Housing station reflected attendees concern with large scale development in Tewksbury and its impact on the community. It was noted that the Town's Master Plan (5 to 10 year plan) called for more housing, particularly for seniors and retirees. However, some attendees expressed concerns that more housing would lead to more cars and more traffic in the community. It was suggested that the Town consider a "cap" on apartment and condominium developments, and one attendee felt the ratio of new condominium construction versus single family home construction favored condominiums. Several other attendees agreed that there were plenty of condominiums and apartments now in Tewksbury, and that more single family homes were what was needed. One attendee stated that there were too many large scale housing projects of any type in Tewksbury.

Perhaps as a reaction to the increase in large scale development, other attendees encouraged the preservation of historic houses and the buildings of the Tewksbury Hospital. Several attendees encouraged this route for future housing, suggesting that the Town offer discounts and assistance to those who improve their existing houses or purchase fixer-uppers. One attendee specified that historic homes should be restored as homes, not as condominiums or for other uses, and a second suggested that restoring existing homes could provide more affordable single family housing for the community.

Beyond saving historic homes, several attendees noted that the Town needed to maintain its current affordable housing inventory and create more units of this type. Attendees recommended that the Town consider developing Veteran's housing and affordable housing for families. Attendees further recommended that new affordable housing be in individual homes, not apartments or condominiums, reflecting the concerns noted earlier with the recent influx of large scale development in Tewksbury.

Attendees also offered suggestions at this station for making the community's housing stock more appealing. Suggestions included installing new sidewalks and bikeways; lowering the tax rate; developing snow removal solutions for seniors who want to stay in their homes for as long as possible; and asking business and families to sponsor selections of Rt. 38.

## **Transportation**

This station looked at all forms of Transportation in Tewksbury and the overarching response by attendees was for improved access. Responses cited concerns with traffic, road width, signals, public transportation, bicycle, and pedestrians, all of which circled back to a wish in the community to have better options to more easily access the Town and its amenities.

Beginning with roadway and traffic concerns, attendees suggested that traffic flow could be enhanced by eliminating some of the signals in Town, particularly on Main Street, or improving their sequencing. It was suggested that no left turns needed lights and that a rotary might be a better solution. Alternatively, another attendee suggested that two new signal lights were needed – one at the intersection of Main Street and Archstone Avenue at French's Restaurant, and a second for the north side of the Main Street and Old Boston Road intersection. Another suggestion was to install a new light at the corner of Whipple Road and Shawsheen Street. Further concerns were raised about speeding on Whipple Road east of Chandler Street, with speed bumps and flashing signs suggested for those areas. Other attendees pointed out that certain roads were popular cut-throughs by non-town residents heading for the highways and suggested that the Town re-evaluate the speed limits of its major roadways. For Rt. 38, suggestions included widening the street to make it more attractive for businesses, and easier for residents to use; eliminating the left turn lane and installing new right turn lane at its intersection with Pike street, and using it to create a 93 to 495 loop to attract business and drivers.

Public transportation was also a source of several suggestions and questions at this station. Attendees asked about the existing bus ridership and encouraged increasing the number of safe bus stations along its routes. It was suggested that the Town look at providing increased bus service between senior housing developments and the Wilmington train station, and that there be increased public transportation to the hubs in Chelmsford and Wilmington for those commuting in to Boston, etc.

As noted at other stations, sidewalks are a major concern for the community. Here, attendees suggested that the Town install more sidewalks, including sidewalks down all of Main Street, to increase pedestrian safety and walkability. Attendees stated their wish to see a more walkable Town Center and the adoption of a Townwide pedestrian and bicycle plan. New bike paths to surrounding towns and bicycle lanes on Main Street were also recommended.

## **Economic Development**

At the Economic Development Station, comments and suggestions covered a wide range of Town issues. Attendees encouraged the Town to innovate and leave no ideas off the table. It was noted that Tewksbury was in a great location and needed to find ways to capitalize on it. Attendees proposed continuing to upgrade the "look" of the Town's commercial areas to attract more businesses. Ideas for accomplishing this goal included developing common standards for signage and encouraging street facades with a more professional appearance. Attendee's proposed a "fast track" process to make opening a business easier, and the development of attractive nodes at the Town Center and between Shawsheen Street and the Post Office. With the goal of making Rt. 38 a destination and not merely a pass through.



Specific business ideas include attracting more fine dining establishments. One attendee suggested moving some of the take-out establishments off Main Street and into the community. In their place, new restaurants could be installed which were more culinarily responsible without really changing the number of business on Main Street. Attendees think that the Town needs a great brew pub, and suggested that the former fire station site be turned into a mixed-use commercial property with shops, dining, etc. Some attendees feel that the Town needs to find ways to make rent more reasonable for small businesses. It was also suggested that the Town find a way to encourage the attractive redevelopment of the old “Fun Park” site across from the Tewksbury Country Club. The attendee noted that this might require the Town to spend some money on the site but thought that it would be worth it and that the money would come back to the Town in future taxes.

Many attendees raised concerns over the number of vacant and under-utilized properties along Rt. 38 and it was recommended that the Town conduct economic development sessions for all of these areas. Attendees also suggested that the Town partner with large companies such as Raytheon or Market Basket to bring in bigger businesses and more money to the Town, and noted that there were already large companies in Town on I 33. Other attendees agreed that enticing more businesses to the Town would help to increase the tax revenue base and generally improve the community. The Town is encouraged to review what industries were nearby and to consider whether it makes sense to compete with surrounding communities or to try and draw in new businesses from farther away. Attendees felt that the present offered several favorable opportunities for the Town to expand its business base and one attendee thought that the town should consider TIF, or Tax Increment Financing, for redevelopment and infrastructure work.

Other attendees took a different view of the Town’s responsibility for these vacant parcels. They asked where the property owner’s accountability is for these sites and promoted finding ways to make the landlords take responsibility. These attendees thought that some of these properties were embarrassments which the owner and not the Town should be responsible for correcting.

Common suggestions from other stations were noted here as well. Attendees proposed expanding the Town Common, installing new walking and bike paths, and encouraging green practices and development throughout Town. Here too, attendees asked to see fewer condominium developments, although in this case it was to make way for more business. Attendees also want to see the Town develop more of a “home town” atmosphere by including more walking, biking, and dining opportunities. It was suggested that the Town needed a larger open gathering area for events too large for the Town Commons, but that the Commons should also be maintained as a public gathering space. Bike path connections were also noted to be important, as were any schemes which drew people to walk/ride in Tewksbury and to dine out and shop while they are here.

## **Open Space and Recreation**

Attendees offered appreciation for the Town’s existing Open Space and Recreational resources as well as suggestions for improvements. Many attendees encouraged the Town to keep and protect as much open space as possible and loved the fact that residents could walk in trail-marked woods and on the State Hospital Land. Attendees appreciated the great strides made by the Town to expand open spaces and protect green areas, but also felt that the Town should be more proactive in acquiring new parcels of land for the future of the community. Attendees proposed that the Town work to save what woods remain as well as land for recreation, hiking and walking. The Town was urged to develop a maintenance plan for its open spaces and to work with the State to protect the remaining State lands in Tewksbury as Open spaces. Attendees further suggested that the Town identify open space parcels that could be connected into a single network by trails.

Recreation suggestions included creating better parks, more biking and walking trails, and completing the proposed bike path. One attendee suggested that the Town adopt as a goal the creation of parks within a ten-minute walk from anywhere in Town. Attendees proposed creating physical connections between recreational space and shopping and dining centers, which, of course raised concerns about the lack of sidewalks in Town. As previously noted, sidewalks were again called out at this station as a significant need, this time recreational, for the Town.

Attendees want to see the Town create a walkable Town Center and more trails to connect sites where sidewalks are not available or possible.

As one attendee noted, nothing would make the Town better than more recreational opportunities. In addition to biking and walking trails, attendees asked for improved public access for canoeing and kayaking in both Round Pond and the Shawsheen River. Attendees also hoped to see improvements to waterside walking trails.

Attendees' suggestions for managing and maintaining these public spaces include getting the Schools involved with recreation spaces through clubs, invitation to parents, etc. and that the Town partner with local scout troops to promote these land uses. The Library was suggested to help raise awareness through guided and themed walks in the Town's open spaces. Attendees proposed that the Town consider public/private partnerships to develop recreation based businesses on Town and State lands, and that existing open spaces be advertised for amenities such as hiking, biking, boat launches, etc. Attendees suggested that the Town develop a useful website on all its trails and open spaces so that people can enjoy these natural environments, and that it consider developing farming, a CSA, or farm to table operation on some of its open lands. Attendees thought that more signage was needed for the trails, and that the Town should partnering with Mass Audubon or other nonprofits to assist with maintaining these spaces.

Lastly, several attendees noted the need for more active recreational spaces. Attendees asked for more neighborhood playgrounds, pointing out that they did not have to be large. Attendees thought that a playset, baseball or basketball fields would be enough for some locations, and noted that they could be maintained through volunteer clean-ups. Other attendees believed the Town should re-open its recreation center, and/or develop a youth center for those 8 to 18 in age. A final note by an attendee encouraged the Town to open a dog park as well.

## **Community Facilities and Services**

Many comments at the Community Facilities and Services station expressed concern over the ongoing maintenance of municipal buildings. Several attendees called for the creation of a master plan for maintenance or a thirty-year development plan, expressing concerns that the Town would only pay later for what was put off today. Attendees clearly feel that scheduled maintenance for Town buildings is important and that the incentives for short term savings are short lived. They want to see the Town budget for the maintenance of its aging buildings and up keep, worrying that some of the schools and the Fire Department are unhealthy work places. School buildings were called out as a priority for maintenance, with the suggestion that a five-year plan be developed for each structure. Attendees recommended that the Town ensure that a robust maintenance plan is in place to protect all of its buildings, particularly the newer ones. One attendee suggested that the Town utilize an internship program to teach high schoolers the value of maintaining the Town's facilities and parks to a high standard. Others recommended that the Town use one board for a quick representation of visual improvements to help with votes for long term plans. Another attendee pointed out that the value of this work was not just financial, but that taking care of its community buildings was a great way for the Town to show how well it takes care of itself.

Attendees noted several specific buildings needing work at this time. The Trahan Elementary school needed renovations, as did the Police Station to allow it to improve its service. Attendees thought that the Town's Schools should be first rate and that they should keep all four elementary schools and even consider building a new one. One attendee recommended that the Town and School committee prioritize the school buildings as they serve to draw new residents and families to Tewksbury.

Attendees noted that the Senior Center was a great resource for the Town. Suggestions for new elements or changes included creating a dog park; converting the old fire station into a café with outdoor dining; developing a gateway to Main Street and installing flower barrels to give the roadway a cohesive look; and developing new sport fields/ amenities to keep kids out of trouble.

## **Top Priority/Most Important**

Sidewalks are at the top of the list at the Top Priority/Most Important station, both for the Town Center and throughout town as a way to increase access. On that same note, attendees also prioritized pedestrian friendly development and improvements to the Town center as well as schools, rail trails, and recreation. Attendees urged the Town to think clearly and invest intelligently to maintain what Tewksbury already has and to improve the appeal of the town as a preferred suburb of Boston. They also placed importance on maintaining a strong school district with well-maintained schools as well as other Town structures. As noted in other sections, bringing businesses to empty store fronts is an important goal of many attendees, as is developing more open space for the community. Here too, attendees were also clear that the Town did not need any more condominium or apartment development.

### **Anything Else?**

A wide range of comments were submitted for this station ranging from concerns of the moment (coffee at next event) to ones with far larger goals. Attendees encouraged the Town to consider ways to better communicate with residents, such as improvements to the website, a sign or electric marquee on the Town Common or in the Town Center area, and televised Town meetings for anyone who cannot attend. Attendees asked that the Town address the overall appearance of businesses and private properties in a positive way to promote a “spruced up” appearance for the Town as a whole. Another attendee suggested that Tewksbury should become a destination for people to visit, live in, and enjoy, rather than just pass through. Attendees thought that the Town should be prioritized over developers and that large developments which are a drain on Town resources should be prevented, particularly apartments. In keeping with the trends seen at other stations, this one also included requests for more sidewalks, a friendlier Town Center, and more community gardens. Along these same lines, a town composting system and smaller sidewalks should be constructed if there was no room for full size sidewalks (as some sidewalk would be better than none) were also raised here.

# Appendix: Open House Exercises

## Community Branding

- I love the people!
- More red in the brick and more white on Cupola
- How about carnations on Gazebo?
- Combine the town hall and carnation to represent history and future
- How about the 9-11 Memorial at the Library?
- Vegetables, fruit, ear of corn, wheat, organic
- Would like “Carnation Capital” under flower image
- I would like to see an American flag
- I like the 9/11 memorial—it brings all people together
- Logos should be able to be visible when scaled and understandable in both color and black and white
- Green gazebo please.

### Dot Voting Results:

1. Town Hall 1 – 7 votes
2. Carnation – 8 votes
3. Town Hall 2 – 9 votes
4. Gazebo – 6 votes
5. Town Hall 3 – 10 votes

## Land Use and Zoning

- Standards for maintaining temp, vacant buildings. Business relocated and leaves old bldg.
- Sidewalks between Midas and new Mexican restaurant
- As beautiful as all the new buildings are, I would still like to see as much open space and walking paths thru woods as possible
- Dog park, sidewalks, walking trails
- Make more attractive for business
- Make business owner clean up undeveloped lots on 38
- Less building, plant more trees, save land for public use
- First priority should be sidewalks along route 38
- Family friendly zones—sidewalks, open space
- Rt. 38, it's empty, businesses seem to run from this town, parts seem abandoned/neglected
- Missing cohesive plan/look. More public land in neighborhoods, anti-Livingston St.
- Creation of standards for business property maintenance. Rewards for excellence.
- Lantern Café building for lease—should be a medical building
- Sycamore Hall should NOT be a bank with drive-thru—too much traffic impacts on Pleasant St.
- Movie theater need by bowling lanes
- Develop and prioritize open space (forests, rail trail, etc.)
- Town Center should be bigger and greener
- As noted in the 2016 and 2003 Master Plans, Tewksbury pedestrians and bicycle networks are very deficient. Many major roadways are not safe for pedestrians and cyclists.
- Maintain suitable buffer zones around all developments in the village overlay
- Preserve our open space and wetlands
- Sidewalks on roads with yellow lines
- Code for signage—limit size, shape, and colors

- Traffic control needed Whipple road. Drivers only obey the speed limit if we have 3-4" of snow and plows haven't seen the road
- All business is on Rt. 38, town feels like one long strip
- Less building, more green areas
- Land use planning. Agree with all 5 key ideas! Upgrade and enforce the development standards which will raise everyone's property values
- Stop building more apartments and multifamily units—out of control
- A more cohesive town center with shops
- Keep more land open like the state fields. Less dense development (strip malls) on route 38
- Sidewalks. Develop funds (get *them* to pay!)
- Don't build as many apartments.

## Natural and Cultural Resources

- Increase walking, access to area around Shawsheen and long + round pond
- Historic bldg. next to Toyota
- Integrated shopping/restaurant district to encourage more foot traffic
- Save the buildings in Tewksbury hospital. Yes to composting.
- Could we have ½ (the normal size) sidewalks? Some small sidewalks better than none.
- Water study on Long Pond. National grid contribution? Department of Fish and Game involvement?
- Increase the frequency of recycling pick-up (weekly?) or at least somewhere to bring it when we overflow rather than the trash barrel.
- Bicycles? Where is safe to ride?
- Work w/ state on town center improvements
- Full perimeter walkway around long pond
- I think it is important to preserve historical places but not for them to be used as bargaining chips for builders. I don't want to have to choose between demolition and allowing condos to be built in the wrong areas.
- Concerts at Bandstand
- Sidewalks
- Date marker on historical properties. Requirements for maintenance of those properties.
- Movie theater
- More historical sharing of Tewksbury's title as "Carnation Capital"
- Develop and maintain informational kiosks and website materials that explain the cultural, historical, and natural features of the Town. Find a way to help children understand and appreciate
- More options for transportation
- Events like Harvest Fest
- Impact to residents first
- Standards for a historic district in the centers of town/Town Common/Congregational Church
- Create walkable areas where people can gather
- Start a town composting system to reduce trash volume

## Housing

- Master Plan (5-10 year plan) for housing. Retirees, Seniors, Elders
- More housing = more cars = more traffic
- Establish a "cap" for apartment/condos. Ratio of new construction of condos vs singles family favors condos.
- Save historic houses. Save the buildings at Tewksbury Hospital.
- Need more affordable housing
- Sidewalks and bikeways to make Tewksbury housing options more appealing



- Too many condominiums and apartment buildings. We need more single family houses
- I would like to see more single family housing. I don't think we need more condos and certainly no more apartments.
- Veteran's housing?
- NO. Don't convert historic homes. Renovate! Renew! No more condos.
- DIY, fixer upper, town discounts, tax kickback for improvements
- Affordable housing should be for families in homes, not apartments and condos.
- Tax rate! Work to reduce it
- Find a solution for snow shoveling and plowing so elderly can stay in their own homes as long as they are able
- Restore historic homes. More affordable single houses.
- Fewer apartments and condos. Too many large-scale housing projects
- Ask businesses and families to sponsor a selection of route 38
- No more condos. Maintain current affordable housing.

## Transportation

- Access
- Enhance traffic flow—too many lights on Main St. Sequencing? No left turns need lights. Rotary.
- Lights at Main and Archstone @ French's. Old Boston Rd/Main St. on N. Side.
- Who is ridership on the bus? Increase bus stations. Safer waiting stations. Pike St. and 38 intersection—eliminate left turn lane add right turn lane
- Adding traffic lights does not make travel in town better. Fewer traffic lights.
- Bike path to surrounding towns
- Put a light at the corner of Whipple and Shawsheen
- Speed bumps, flashing signs, Whipple East Chandler
- Widening Route 38 seems vital in order to not only attract businesses but also to make day to day travel through the town possible for people who live here
- Loop 93—495 to attract the drivers
- Walking town center
- More sidewalks, all of Main Street
- Sidewalks—Pedestrian safety
- Bus for seniors who live at senior housing to Wilmington station
- Re-evaluate speed limits of major roadways used as cut-throughs by non-town residents
- Bicycle lanes on Main Street—more Buses!
- Identify and adopt a townwide pedestrian and bicycle plan
- Sidewalks, bike paths
- Transportation to the hubs Chelmsford and Wilmington to go to Boston Etc.

## Economic Development

- Bike path connection. Maintain green space in town common to allow for outside gatherings
- Common standards for business signage. More professional looking
- Attract more fine dining establishments
- Better sidewalks/walkability on Main Street
- Move some take-out food off Main St. into community. Restaurant would feel more culinary responsible. They will have same amount of business
- Find a way to encourage an attractive redevelopment of the old "Fun Park" across from Tewks Country Club. Spend some money if that's what it takes. We'll get it back in taxes.
- Yes please!

- Bigger business = more money. Large companies on I 33 & East
- Bike path. Bike path. Bike path. Will draw people to Tewks to ride/walk, then dine/buy.
- More enticing businesses for increased tax revenue to put back into improving the town
- Conduct economic development sessions for all areas along route 38 where properties are vacant or under-utilized
- Partner w/ large companies like Raytheon/Market Basket to offer project funding
- Identify large dedicated space for town-wide events (common too small)
- We need a great brew pub in town
- Review nearby industry, we either compete or find further away industry to bring them here. Present favorable opportunity to develop and put in take-out nearby
- Continue to upgrade the commercial “look” of the town so more businesses will be attracted to the area. The location is great, we need to capitalize on it.
- Develop attractive nodes at the town center and between Shawsheen and the Post Office. Goal is to diminish the sense of Rt. 38 as a mere pass through.
- Expand Town Common. Walking and bike paths. Go green. More businesses, less condos
- Develop former fire station site into a mixed-use commercial property—shops, dining, etc.
- Tax increment finance (TIF)
- Fast track “processes” – easy of doing business!
- Innovate—no idea is off the table!
- All the vacant buildings—where is the accountability for these owners?
- I would love to see abandoned businesses and these maintained by absentee landlords addressed. Some of these properties are an embarrassment
- More of a “home” town atmosphere (walking/biking/dining)
- We need reasonable rent for small business orders

## Open Space and Recreation

- Complete the proposed bike trail
- Maintain the Shawsheen River for canoeing and kayaking from Billerica to Andover
- Better parks, more biking/walking trails, a bike path?
- Public/private partnerships to develop recreation based businesses on town/state land
- Improve waterside access for walking
- Provide public access to Round(?) Pond
- Advertise existing open space for hiking, biking, boat launches
- Dog Park! Sidewalks to get to open space! Walking trails/bike path
- Physical connection between recreation space and shopping/dining spaces
- Develop a useful website of all trails and open spaces where people can get out to enjoy nature
- Keep as much open space as possible. Love the fact that we can walk in trail-marked woods. Just moved to Tewksbury—love it!
- Youth center—8-18 (ages)
- Continue to protect remaining state lands as open space
- Re-open the rec center
- Get the schools involved with the recreation spaces through clubs, invitation to parents, etc. Also get the library involved with towns, guided walks, themed walks
- I am extremely interested in expanding open space and protected green areas. We have made great strides in this area but we need to be more proactive in acquiring new parcels of land for the future of our town.
- Mt Auburn cemetery. Style plant. Identification on trails.
- Partner with town, scouts to promote land use. Encourage CSA, farming, farm to table.
- Parks should have volunteer clean-up. More playgrounds in neighborhoods, don't have to be large. Playset and baseball or basketball.

- As a goal: provide park space within 10 minutes walk of any area in town
- More signage on trails. Brown signs advertising trails. Partner with Audubon or other for maintenance?
- Boardwalk in Roger's park. BCT great idea
- I would love to see trails, there's nowhere in town to walk, no sidewalks.
- Identify state and town owned property and connect all open space property with a single network
- Walking town center
- Save the land for recreation, hiking/walking. Save what woods are left
- When applicable, plant native flora to better the ecosystem of local wildlife.
- Maintenance plan for open space
- Nothing would make me happier than MORE recreation opportunities! Bike, walk, kayak

## Community Facilities and Services

- Master plan for maintenance. Pay now or pay later!
- Maintenance funds for our aging buildings are extremely important. Some schools, fire dept., etc. are actually unhealthy work places
- A 30-year development plan updated every 3-5 years
- Trahan(?) school needs renovation. Keep 4 elementary.
- Scheduled maintenance for town properties is very important
- Police station needs to improve their service
- Dog park
- Taking care of community buildings shows people that may move into the community that the town takes care of itself
- School committee with all boards. Schools must be FIRST RATE.
- Schools buildings should take priority as they will best draw new engaged people/families to Tewksbury
- Get town one board with quick visual improvements so they vote on long-term plans
- Great senior center
- Would like to see a new grammar school
- Plaza Dascomb/Shawsheen. White coat of paint. Better parking too close. Restaurant better location. Incentive short-term.
- Convert "old" fire station into café, al fresco dining
- Gateways, barrels with flowers, all the way down main street, cohesive look
- Sports! Keep kids off the street and out of trouble
- Maintain schools, maybe 5 year plans
- Ensure a robust maintenance plan exists to keep up schools and town buildings, especially the new ones
- Utilize an internship program to teach high schoolers the value of maintaining the town's facilities and parks to a high standard. Think like Disney thinks!
- Maintenance of schools should be a priority
- Budget maintenance into all town buildings and keep it up!

## Top Priority/Most Important

- Top priority—sidewalks, schools, rail trail/recreation
- Sidewalks/access
- Center of town, pedestrian friendly development
- We need to think clearly and invest intelligently to maintain what we have and improve the appeal of the town as a preferred suburb of Boston
- A strong school district w/ well maintained school and town structures
- Bringing businesses to empty store fronts
- Sidewalks

- Sidewalks into town center
- More open space and less condos and apartments

### Anything Else?

- Coffee at next event!
- Better communication, better website, maybe sign on the town common
- Sidewalks, a friendly town center, more community gardens, a town composting system
- Could we address the appearance of businesses and private property in a positive way to promote a spruce up of the town as a whole?
- Let's make Tewksbury a destination to stay, live, and enjoy and not simply pass through
- If we don't have space for full size sidewalks could we think about ½ sidewalks. Some sidewalk is better than none.
- Better town-wide communication. Electronic marquee at town center? Better info/updates on website. Televised town meeting for people who cannot attend.
- Prioritize town before developers. Prevent large developments that are a drain on town resources. Apartments especially.

# TEWKSBURY COMMUNITY VISION PROJECT

## TOWN OFFICIALS FOCUS GROUP

### SUMMARY OF RESULTS

Prepared by JM Goldson 4/14/17

#### Summary

The purpose of the meeting held on April 3, 2017 was to solicit input from Town Officials for the Community Vision Plan currently under development by the Community Vision Committee. Attendees taking part in this focus group offered their thoughts and ideas on what is great about Tewksbury today and what could make it even better in the future for inclusion in the Committee's Vision Plan for Tewksbury in 2037. Over the course of the exercise and discussion, several themes developed which were widely considered to be beneficial for the town's future. These themes include the following:

- Community and People are the town's most significant resource. Attendees found this to be the overwhelming reason for why the town is great now and one of its strongest assets for the future.
- Town Hall is the preferred branding symbol in either format.
- Attendees expressed appreciation and support for the town's efforts and resources. Many town-owned buildings and open spaces are referenced as special places and its work to maintain and improve them is repeatedly noted in the discussion summaries.
- In keeping with the points above on Community and town-owned properties, the most commonly referenced special places are the town's community centers and open spaces.
- Very Important priorities for the community include establishing new sidewalks, redeveloping vacant business sites, and developing better access to Natural Resources.
- Revitalizing the town's commercial and business community is a missing priority for the town. Although it is referenced in a variety of ways and with a number of solutions, it is the common theme throughout the discussion.

#### Focus Group Design

The focus group took place in a meeting room at the Tewksbury Senior Center, 175 Chandler Street, on Monday, April 3 from 6:30pm to 8:00pm. Nineteen people attended. The focus group was interactive and informative, with attendees seated around four tables to facilitate conversations. Assistant Town Manager Steve Sudwick introduced consultants Jennifer Goldson and Lara Kritzer of JMGoldson community preservation+ planning who gave a presentation on the history and goals of the Visioning process before leading attendees in a group exercise and discussion to develop goals for the future of Tewksbury. Attendees participated in two exercises, one as they walked in the room and a second group exercise at their tables in which ideas and concerns were recorded. The results of both exercises are transcribed in the Appendix.

#### Methods

Attendees were given a nametag upon registration and asked to stop by two stations before sitting down at the table of their choice. At the first station, a large board asked the question "What is great about Tewksbury?" and attendees used post it notes to attach their answers to the board. At the second station, attendees were shown five images for the new town branding project and asked to place a dot on their favorite option. Easels with the Open House boards on each element of the Master Plan were arrayed to the right of the entrance for attendees to view before and after the meeting.

Six tables were initially set up and numbered A through F but were later combined to make four well sized discussion groups at tables A, C, E, and F. Following the presentation, attendees were given forty-five minutes to



complete the four questions in Exercise #2. These questions asked attendees to work together as a table and to use their experience in the community to answer whether or not the town's open spaces, library, and history were its greatest features and if not, what else should be included in the list; elaborate on where Tewksbury's special places were located and how the town would change if they were lost; rank the importance of a list of priorities raised in previous discussions; and consider what else should be a priority and/or is missing in the community that would be beneficial for Tewksbury's future. At the end of the exercise, attendees were led in a brief group discussion on their findings before the meeting was adjourned.

## Station 1 – What Makes Tewksbury Great?

This first station was an individual exercise which attendees took part in as they entered the room. Attendees were given post it notes and asked to provide their thoughts on what makes Tewksbury a great place to live. The most popular answer to this question was the People and Community, followed by the convenience of its proximity to highways, access to transportation systems, and centralized location. Several people also commented on the positive investments which the town has made in its public buildings and infrastructure, particularly its great fire and police departments and recreation fields, and the easy access residents have to department heads and the Town Manager. Attendees appreciate the small-town feel of Tewksbury and how rural it can be once one leaves Main Street. They feel that the town is supportive of its children, schools and athletics, and that there are many opportunities to be involved in the community. It was also noted that this is a bedroom community where the taxes are not too bad, and that it has a diverse socio-economic population. As stated elsewhere, attendees would also like to see more sidewalks, more protected open space, and an improved Rt. 38 business corridor.

## Station 2 – Branding

The second Station provided five options for future branding images for the town. Attendees were asked to vote for their favorite option. The two images of the town Hall (front and three quarters view) tied for first place with five votes each. The images of the gazebo and Ella Flemings School tied for second place with two votes each. The last option, the image of the carnation, did not receive any votes.

## Exercise 1

Grouped around four tables, attendees were given forty-five minutes to develop answers as a group to the four questions below.

**Question 1: Open house attendees listed the three greatest things about Tewksbury today as being its open spaces (ponds, hospital land, community gardens, etc.) the Town's library, and its history. Do you agree? Why or why not? What else do you love about Tewksbury?**

A wide range of responses were received for this question, from specific locations in town to the qualities and ideas which make it unique. The State Hospital land, the Town Hall, and the town's athletic fields received the most votes for beloved specific locations within the community. One table, noting the importance of the State Hospital land to the town, wondered how many people knew about this open space resource in the community. Open space resources and trails, and the potential trails which could be added to these sites, were recognized by several tables as part of this discussion, with Ames Pond and the Livingston and Frasca playing fields called out specifically. The importance of the Library was reiterated by one table and the Town Center and Oblate Nursing Home were added by other tables to the list of specific sites which are beloved in town.

Looking beyond specific locations, many tables also thought that the town's programs should be recognized. The availability of housing options and the building and development potential of the town were listed as two resources appreciated for their beneficial impact on the tax base. The town's leadership and the professionals in town government were listed for their contributions to the town's success, including their work to continue the town's investment in its public buildings and infrastructure which allows buildings and spaces to serve multiple uses and groups. The abundance of publically organized activities and spaces available to residents were noted, while another

table liked that the town's farmer's market and concerts brought the community together. Family activities and a sports program were included for their noncompetitive, community building impact on town life. Tewksbury's good schools and the investments which the town has made in the schools and technology were also appreciated. Lastly, the community's small town feel and traditional New England architecture were beloved as important elements to what makes Tewksbury unique.

One of the most commonly referred to elements was also called out for its importance in Station 1. Multiple tables included community, the people and their love for the town in their lists of what they love most about Tewksbury. Another, less defined feature raised as a positive element was access. Referring to Tewksbury as a "bedroom community," one table noted that the town's location and its access to transportation systems and local highways was an important benefit to the community. Others referred to access in terms of the community's open spaces and resources, noting the need to capitalize on these resources by improving both the access to these sites and the availability of information about them.

### **Question 2: Where are Tewksbury's Special Places? What would change the Town's character if it were lost?**

While some of Tewksbury's special places are recognized broadly by many, others are not as commonly known but have a special place in the hearts of attendees. For example, while almost every table noted that the State Hospital land was an important, character defining element of the town, only one thought that the State Hospital building and Public Health Museum also fit that description. The Frasca and Livingston Street playing fields, 9/11 Memorial, Tewksbury Country Club, Wamesit Lanes and Town Hall were all recognized by more than one table as being special places important to the town's character. For some tables, though, the importance of the element was bolstered by other supporting features – for example, the former history of the Country Club as an airport and the Town Hall's central location were both called out for their importance to the community.

A variety of other elements were also recognized as special to the community. Some tables noted the town's unique natural resources including the open spaces on East and Livingston Streets and the Shawsheen River. A few found other town resources to be special places including the Town Commons; Library; Mico Kaufman sculptures; High School Campus; Ryan School; and Ducette Football Field. Others called out business establishments which are current or potential future landmarks or family traditions within the community such as Farmer Dave's, Al Frescas restaurant, and the Merrimack Valley Pavilion (MVP).

Several tables responded to this question with less specific locations or features. Several suggested that it was the activities taking place throughout the town which made those locations special and lent it its character. Several tables called out the Youth Sports program and activities for their significant contribution to the town. Others noted the ceremonies at the Town Commons and the Fire and Police Services, who conduct classes and are active members of the community, as character making elements of the town. Lastly, several tables called out overarching features of the town – its older building stock, monuments, and residential neighborhoods as being the special places in the community which make Tewksbury the town it is today.

### **Question 3: The following Draft Priorities fourth Vision Plan are taken from comments received to date on CoUrbanize and at last week's Open House. Do you agree that these elements are important for Tewksbury's future? Is this very important, somewhat important or not important? In a few sentences, tell us why your table came to this answer.**

Question three asked attendees to consider six ideas raised at previous meetings and online and to offer their assessment of how important these elements truly are to the future of the town. Below is a table showing the overall answers to each question, followed by a summary of the reasons behind the rankings.

Draft Priorities for Vision Plan	Is this very important, somewhat important, or not important?
a) Install More Sidewalks throughout Town and Create Walkable Areas	Very Important (approx. 100% of attendees)
b) Clear and Redevelop Vacant and/or Underutilized Properties	Very Important (approx. 75% of attendees) Very/Somewhat Important (approx. 25% of attendees)
c) Control or limit the Amount of Large Scale New Development (Apartment and Condo Complexes)	Very Important (approximately 50% of attendees) Not Important (approximately 50% of attendees)
d) Access to Natural Resources (Ponds, Trails, Community Gardens)	Very Important (approximately 75% of attendees) Important (approximately 25% of attendees)
e) Install More Lighting throughout the Community	Very Important (approx. 25% of attendees) Somewhat Important (approx.. 25% of attendees) Not Important (approx. 50% of attendees)
f) Open More Destination Businesses (shops, restaurants, etc.) in Business Areas	Very Important (Just over 50% of attendees) Somewhat/Not Important (Just under 50% of attendees)

The first of these ideas proposed that the town install more sidewalks throughout town and create walkable areas and was considered by all four tables to be “Very Important” to the future of Tewksbury. Attendees felt that it was crucial to install contiguous sidewalks which both linked priority public spaces (schools, parks, open spaces, etc.) and addressed safety issues along major traffic corridors such as Main Street, Rt. 38, and Pleasant Street. Attendees agreed that sidewalks would help to connect the community while also improving accessibility and safety.

The second idea to clear and redevelop vacant and/or underutilized properties was considered Very Important to three of the four tables, and Very/Somewhat important to the fourth. Attendees felt that it was important that vacant lots be either used for the public good or redeveloped to be useful, and urged a program that would assist with beautifying previously neglected industrial area parcels. One table felt that the town government should be more heavy handed and require the work to be done. Other tables called for specific sites (the old municipal golf area) to be redeveloped or cleaned up, and a third warned against taking these steps too far and overdeveloping vacant sites.

Idea three called on the town to control or limit the amount of large scale new development (both apartment and condo complexes) in town. Answers to this question ran the full range from Very Important to Not Important, with about half of attendees feeling it was a Very Important issue and the rest finding it Not Important. Those attendees who found this idea to be very important expressed concern with the amount of high density housing and traffic created by these developments and believed that their impacts were untenable. There was an expressed concern with the increased burden placed on Rt. 38 and a suggestion by one table that the next Town Meeting rezone lots to prevent this use in the future. There were also concerns expressed that local businesses shoulder the tax burden for Tewksbury and that more information is needed as to how these new developments will change the residential tax base for the town. Those who answered that this idea was only Somewhat or Not Important expressed a need to make decisions on specific developments based on an honest assessment of their impact on the town. This group felt that the town needs the additional tax base and would benefit from more mixed use developments which brought in businesses. Here, the issue was not that there should be no development but that it was important to find the right developments to benefit Tewksbury.

The forth idea to improve access to natural resources (ponds, trails, community gardens) was considered Very Important to approximately 75% of attendees and important to the rest. Attendees noted that Tewksbury’s water resources were hard to access with Ames Pond, the Merrimack River, the Shawsheen River having at best limited

public access. There is an expressed need for more access to open space to counteract the development taking place in town, as well as for marketing for the town's open space to make these opportunities better known and easier for the public to use. With better access and improved information, Tewksbury's open spaces could become "destinations" for both residents and visitors.

Idea five proposes to install more lighting throughout the community. Only a few attendees found this idea to be Very Important, expressing concern with the town's dark residential neighborhoods. Most attendees felt that the town was already well lit and that updating the town's lighting would be largely cosmetic. Others thought this issue was somewhat important, but urged the town to look at strategic solutions with low impact safety needs prioritized over bright, standard business lights.

The last idea suggesting that the town open more destination businesses (shops, restaurants, etc.) in the business areas also received mixed results. Just over half of attendees felt this was Very Important to the town. There was acknowledgement that this could be hard to do, but an expressed preference to see something like the Market Street (Lynnfield) concept proposed for the 495 area. Others thought that it was important to reimagine the area along Rt. 38 to do away with its current strip mall style. Those who found the question Somewhat to Not Important felt that the town has done enough for businesses and that Tewksbury should remain a primarily residential, bedroom community.

#### **Question 4: What else should be a priority for Tewksbury's future? What is missing that would make the community better?**

Many of the priorities suggested in question four centered on ways to revitalize the commercial and business areas of town. It was suggested that the town consider developing a marketing plan for the community, and look to using cable/local access TV to advertise the community's assets. Other proposals focused on refacing blighted commercial areas and improving commercial and retail zones, adding green spaces to Rt. 38, and introducing a property tax surcharge on vacant properties that have fallen into disrepair as an incentive for property owners to maintain or sell these sites. Another suggested priority focused on inviting in more "destination" businesses and restaurants such as Olive Garden and a theater to create a more vibrant commercial center in town.

A wide variety of other priorities were also suggested in the answers to question four. Attendees felt that the town should prioritize burying the electrical service in town as the utility poles are an eyesore, especially in the Town's Center, and detract from Tewksbury's character. Other suggestions involved finding new solutions to deal with littering; considering a plastic bag ban for the town; and improving existing town-owned parcels such as the Town Center. On that same note, attendees were interested in seeing the Town Center become a more vibrant community area and in having the former concerts in the gazebo reinstated. Community building is a priority for other attendees, and it was suggested that more local history should be integrated into the town's classroom curriculum. Lastly, attendees urged that the town prioritize following through with improvements and access for its many long term resources.

# APPENDIX

## Station 1 – What is Great about Tewksbury?

The following answers to the above question were provided by attendees as they entered the meeting:

- Convenient
- I would love to see Sidewalks
- We have the Best Town Manager!!!
- Centralized Area
- The People and the Community
- People, Community
- The Many Opportunities to be Involved
- We are very close to the Highways. We are a bedroom community. Taxes are not that bad! Have great fire and police departments. You can always talk to most department heads.
- Recreation Fields. Investment in Public Building and Infrastructure
- The people, the churches, Support for the kids
- Our Community! The small-town feel!
- Access to transportation system, Rural feel off of Main Street
- People, Potential
- Support for Schools and Athletics
- It has a small town feel
- Proximity to highway, socio-economic diversity, Rt. 38 corridor for business, protected open space

## Station 2 – Branding

The result of the dot voting at the second station were as follows:

- A) Ella Flemings School – 2
- B) Carnation – 0
- C) Town House, Full Front Façade – 5
- D) Gazebo – 2
- E) Town House, Three Quarter View - 5

## Exercise I

In the group exercise, each table was given forty-five minutes to discuss and record answers to the four questions below:

### Table A

- 1) *Open house attendees listed the three greatest things about Tewksbury today as being its open spaces (ponds, hospital land, community gardens, etc.) the town's library, and its history. Do you agree? Why or why not? What else do you love about Tewksbury?*
  - Open Space and Trails (Potential Trails)
  - The Community –the people, the love
  - The abundance of activities –available through publicly organized activities and spaces
  - Farmer's Market, concerts, bringing community together
  - Investment in public buildings and infrastructure and caring for buildings and multiple uses for all the members of the town
- 2) *Where are Tewksbury's Special Places? What would change the Town's character if it were lost?*
  - Livingston Street Fields
  - Shawsheen River
  - The Town Common and Common ceremonies
  - 9/11 Memorial
  - State Hospital and State Hospital Land and Public Health Museum



- East and Livingston Open Space
- Farmer Dave's
- Mico Kaufman sculptures
- "Family Entertainment" – MVP and Wamesit Lanes
- High School campus and Ryan School and Football Ducette Field
- Youth Sports and Activities

3) *The following Draft Priorities forth Vision Plan are taken from comments received to date on CoUrbanize and at last week's Open House. Do you agree that these elements are important for Tewksbury's future? Is this very important, somewhat important or not important? In a few sentences, tell us why your table came to this answer.*

a) *Install More Sidewalks throughout Town and Create Walkable Areas*

Answer: Very Important – Crucial to create contiguous sidewalks to link priority public spaces (Schools, parks, open spaces) and major corridors important for pedestrian and bicycle safety

b) *Clear and Redevelop Vacant and/or Underutilized Properties*

Answer: Very Important – If not going to use vacant lands for public good – redevelop so its useful. Beautify parcels in the industrial areas

c) *Control or limit the Amount of Large Scale New Development (Apartment and Condo Complexes)*

Answer: Very Important: High density housing, traffic, impacts are untenable, especially as it increases burden on Rt. 38. Easy to rezone parcels with Town Meeting format

d) *Access to Natural Resources (Ponds, Trails, Community Gardens)*

Answer: Very Important – We have resources but they are hard to access. Ames Pond virtually cut off from residents, Merrimack River, limited access to Shawsheen. Need access to open space to counteract the development

e) *Install More Lighting throughout the Community*

Answer: Somewhat Important – Strategic solutions and low impact-safety prioritized not necessarily bright businesses. Neon- elcetimize(?) stalls

f) *Open More Destination Businesses (Shops, Restaurants, etc.) in the Business Areas*

Answer: Very Important – Hard to do – Pure, why not? Do more of a Market street concept around 495

4) *What else should be a priority for Tewksbury's future? What is missing that would make the community better?*

- Bury electrical service – utility poles are an eyesore – especially in the center and detract from the character of the town.
- A marketing plan
- Maybe consider a bag ban
- Do more about litter
- Consider a property tax surcharge for vacant properties that fall into disrepair to incentive owners to maintain or sell property'

## Table C

1) *Open house attendees listed the three greatest things about Tewksbury today as being its open spaces (ponds, hospital land, community gardens, etc.) the Town's library, and its history. Do you agree? Why or why not? What else do you love about Tewksbury?*

- State Land
- Library
- Town Hall
- People
- Town Leadership
- Athletic Fields
- Town Hall, State Land, access
- Professionals in town government, Ames Pond, housing options
- Town Hall, athletic fields, building/development

2) *Where are Tewksbury's Special Places? What would change the Town's character if it were lost?*

- Al Frescas, Tewksbury CC, Town Hall

- 3) *The following Draft Priorities forth Vision Plan are taken from comments received to date on CoUrbanize and at last week's Open House. Do you agree that these elements are important for Tewksbury's future? Is this very important, somewhat important or not important? In a few sentences, tell us why your table came to this answer.*
- a) *Install More Sidewalks throughout Town and Create Walkable Areas*  
Answer: Very Important (4) – Along Main Street; Rt. 38 – Pleasant; Main Street
  - b) *Clear and Redevelop Vacant and/or Underutilized Properties*  
Answer: Very Important (2) – Town government should be more heavy handed
  - c) *Control or limit the Amount of Large Scale New Development (Apartment and Condo Complexes)*  
Answer: Somewhat Important (1), Not Important (1), Very Important (1) – Depending on development/honest assessment of impact to town/ Need tax revenue, right resources developments
  - d) *Access to Natural Resources (Ponds, Trails, Community Gardens)*  
Answer: Very Important (2) - Where? Shawsheen river (landing park)
  - e) *Install More Lighting throughout the Community*  
Answer: Not Important (2)
  - f) *Open More Destination Businesses (Shops, Restaurants, etc.) in the Business Areas*  
Answer: Somewhat Important (1) Very Important (1) Bedroom vs. community
- 4) *What else should be a priority for Tewksbury's future? What is missing that would make the community better?*
- Reface commercial blighted properties
  - Improve commercial/retail zones

#### Table E

- 1) *Open house attendees listed the three greatest things about Tewksbury today as being its open spaces (ponds, hospital land, community gardens, etc.) the Town's library, and its history. Do you agree? Why or why not? What else do you love about Tewksbury?*
- Bedroom Community
    - Good Schools
    - Center
    - Community Space, not just Market Basket
    - Family Activities
  - State Hospital Fields
    - Open Spaces
    - Do People know about it?
  - Schools
    - Investment
    - Technology
  - Sports Programs
    - Community
    - Non-Competitive
    - Livingston, Frasca
- 2) *Where are Tewksbury's Special Places? What would change the Town's character if it were lost?*
- State Hospital Land
  - Fire and Police Services
    - All EMT Trained, Emergency Personnel – Active in community: Classes, PAL
  - Wamesit – will it be a landmark for our town? Family tradition?
  - Sports Fields – Frasca, Livingston
- 3) *The following Draft Priorities forth Vision Plan are taken from comments received to date on CoUrbanize and at last week's Open House. Do you agree that these elements are important for Tewksbury's future? Is this very important, somewhat important or not important? In a few sentences, tell us why your table came to this answer.*
- a) *Install More Sidewalks throughout Town and Create Walkable Areas*  
Answer: Very Important – Connects the community; safety issues
  - b) *Clear and Redevelop Vacant and/or Underutilized Properties*  
Answer: Very/Somewhat Important – redevelop/clean-up old muni-golf area
  - c) *Control or limit the Amount of Large Scale New Development (Apartment and Condo Complexes)*

- Answer: Not Important/Needed? – More mixed use communities, bring more businesses to town
- d) *Access to Natural Resources (Ponds, Trails, Community Gardens)*  
 Answer: Very Important – “destinations”
- e) *Install More Lighting throughout the Community*  
 Answer: Not Important – areas seem well lit already – up to date lighting (cosmetic lights)
- f) *Open More Destination Businesses (Shops, Restaurants, etc.) in the Business Areas*  
 Answer: Very Important – but in areas – reimage 38 so it’s not a strip of stores

- 4) *What else should be a priority for Tewksbury’s future? What is missing that would make the community better?*
- More “destinations” in town – businesses, restaurants, trails
  - Olive garden, theater
  - Local history in the classrooms
  - Town center – community area – concerts at gazebo
  - Green spaces on 38

**Table F**

- 1) *Open house attendees listed the three greatest things about Tewksbury today as being its open spaces (ponds, hospital land, community gardens, etc.) the Town’s library, and its history. Do you agree? Why or why not? What else do you love about Tewksbury?*
- Architecture
  - Location/Access to highway
  - Small town feel
  - State hospital
  - Oblate residence
  - New England look
- 2) *Where are Tewksbury’s Special Places? What would change the Town’s character if it were lost?*
- State land
  - Neighborhoods
  - Library
  - Older buildings
  - Country Club - Airports
  - Town Hall – Central
  - 9/11 Memorial
  - Monuments
  - Youth Sports
- 3) *The following Draft Priorities forth Vision Plan are taken from comments received to date on CoUrbanize and at last week’s Open House. Do you agree that these elements are important for Tewksbury’s future? Is this very important, somewhat important or not important? In a few sentences, tell us why your table came to this answer.*
- a) *Install More Sidewalks throughout Town and Create Walkable Areas*  
 Answer: Very Important – They need to be taken care of; Accessibility, Safety
- b) *Clear and Redevelop Vacant and/or Underutilized Properties*  
 Answer: Very Important – Cleaning up blighted properties – but not over-developing
- c) *Control or limit the Amount of Large Scale New Development (Apartment and Condo Complexes)*  
 Answer: Very Important – Traffic issues; Businesses shoulder tax burden; how does residential tax base change
- d) *Access to Natural Resources (Ponds, Trails, Community Gardens)*  
 Answer: Circled “Access to” in question and put line to Market – Market Natural Resources  
 Important – Tell us how to get there; tell us what is here
- e) *Install More Lighting throughout the Community*  
 Answer: Very Important – dark neighborhoods
- f) *Open More Destination Businesses (Shops, Restaurants, etc.) in the Business Areas*  
 Answer: Not Important – are we doing enough for existing businesses

4) *What else should be a priority for Tewksbury's future? What is missing that would make the community better?*

- Ways to market out community assets by cable TV/Public Access
- Focus on Community Buildings
- Follow-through/long term resources
- Clean-up what we have – center school, town-owned property

# TEWKSBURY TOWN MEETING SURVEY

## SUMMARY OF RESULTS

Prepared by JM Goldson May 21, 2017

I) The following Draft Priorities for the Vision Plan have been developed from comments gathered from the CoUrbanize website and community meetings. Do you agree that these elements are important for Tewksbury's future?		
Draft Priorities for Vision Plan	Is this very important, somewhat important, or not important?	Tell us a little about how you reached this answer.
g) Install More Sidewalks throughout Town and Create Walkable Areas	Extremely Important – 1 Very Important – 14 Somewhat Important – 2 Not Important – 1	<ul style="list-style-type: none"> <li>Promote Healthy living, cut carbon emissions, pedestrian access</li> <li>Many main roads in town are unsafe to walk/bike</li> <li>Streets too narrow</li> <li>Safety – make town more walkable and useable!</li> <li>Safety is a problem right now</li> <li>This is not a city, it's a town. Mostly rural. Cost is prohibitive</li> <li>I live on a street with no sidewalks</li> <li>Increased traffic volume demands more sidewalks</li> <li>To make it easier for walker and safer</li> <li>Safety for children and seniors</li> <li>Utilize the existing sidewalks</li> <li>To many people killed without them</li> </ul>
h) Clear and Redevelop Vacant and/or Underutilized Properties	Very, Very, Very Important - 1 Very Important – 10 Important – 1 Somewhat Important – 2 Not Important - 3 Not enough information – 1	<ul style="list-style-type: none"> <li>Generate new revenue and makes more desirable to visitors</li> <li>Keep Tewksbury clean</li> <li>At least clean them to make town more visually appealing</li> <li>Town looks shabby in many areas</li> <li>This is not a city, it's a town. Mostly rural. Cost is prohibitive</li> <li>Public v. Private land? May be Side Specific?</li> <li>To bring in more taxes</li> <li>Ask owners to clean- up but do not have town buy properties</li> <li>Keeping track of the town's business and progress in demotitacas</li> <li>We need to have a better look at these properties to better represent the town</li> </ul>
i) Control or limit the Amount of Large Scale New Development (Apartment and Condo Complexes)	Very Important – 10 Somewhat Important – 5 Not Important - 2	<ul style="list-style-type: none"> <li>Cramped roadways are backing up; more apartments and condos mean more traffic</li> <li>Too much traffic</li> <li>We need to continue to control this with our town masterplan. We desperately need buildings with more affordable one bedroom apartments for our singles</li> <li>Already have too many new apartment complexes. When market changes and does not support these rentals, we will be left with vacant buildings</li> </ul>



		<ul style="list-style-type: none"> <li>• Too much apartment development. Will eventually require increase in services. Meaning higher taxes</li> <li>• The Commonwealth needs housing</li> <li>• There is too much development in town</li> <li>• Put too much of a load on police, fire, and schools</li> </ul>
j) <b>Access to Natural Resources (Ponds, Trails, Community Gardens)</b>	Extremely Important – 1 Very Important – 8 Somewhat Important – 8 Important - 1	<ul style="list-style-type: none"> <li>• When residents have a stake in the town, this sense of joy and ownership gets people more involved.</li> <li>• Bike trails would be nice</li> <li>• This is being accomplished with our CPA funds</li> <li>• We need more recreational lands</li> <li>• Area – specific, site – specific decision</li> <li>• Just keep clean – maintain current locations</li> <li>• Ecological services particularly runoff management</li> </ul>
k) <b>Open More Destination Businesses (shops, restaurants, etc.) in Business Areas</b>	Very Important – 9 Somewhat Important - 6 Not Important – 3	<ul style="list-style-type: none"> <li>• More Flagship stores/ restaurants; less liquor stores and car part stores. Increase variety</li> <li>• It's a bedroom community. Business should satisfy local needs.</li> <li>• Yes – solid businesses!</li> <li>• First fix existing vacancies</li> <li>• This town needs a destination location. There is no reason to stay in town</li> <li>• Again bring in more taxes</li> <li>• Fill the empty storefronts</li> <li>• American malls and shopping centers are currently heavily overbuilt</li> <li>• We need to reach out to the bigger comps to bring them to town - a very nice book with information and pictures to show them our town</li> </ul>
l) <b>Support and Retain Tewksbury's Sense of Community and Current Residents</b>	Very Important – 7 Somewhat Important – 6 Important – 1 Not Important - 1	<ul style="list-style-type: none"> <li>• What sense of community? What does the town offer to keep residents here for leisure activities?</li> <li>• I have lived here for 20 years and have seen the changes away from community</li> <li>• The town is losing its history and character</li> <li>• It's important but we need to be able to grow with the time</li> <li>• Maintaining property values and feel</li> <li>• We need more one bedroom units affordable \$1000 rent including utilities as well as a lot more senior housing its at least 200 more</li> </ul>
m) <b>Maintain and Improve the Town's Existing Buildings, Community Centers and Open Spaces</b>	Very Important – 11 Important – 1 Somewhat Important - 5	<ul style="list-style-type: none"> <li>• Better kept buildings increase property values, attracts potential residents and instills a sense of community</li> <li>• Keep Tewksbury Clean and Painted</li> <li>• The new buildings such as Senior Center, Police Dept, both have leaky roofs already. Broken tiles in HS. We need a maintenance program in place</li> <li>• No sense of urgency. Plan these things thoroughly over time</li> <li>• There are some terrific buildings that need to be maintained</li> <li>• We should try to make our infrastructure last</li> <li>• Need to clean up the center school</li> </ul>

- We must up keep town buildings as to save money

**2) What else should be a priority for Tewksbury's future? What is missing that would make the community better?**

- More community events (movies, festivals) and more open public use space
- Let's maintain the roads and structures. Mow grass, paint and keep town buildings presentable to visitors and town citizens
- New town center, Boys and Girls Club
- Committees work together more
- Free from opiate addiction – this problem is killing our community
- Open Space, Green Space, No more condos.
- New sign in Town Center. The message board is a disgrace. Also, Town Annex Sign looks awful compared to renovated TH.
- Local Access Television. More social and racial integration
- The town needs a rail trail and access to water based recreation
- More town wide events
- Proper housing so that our singles as well as our seniors do not have to leave town we want to stay and support our town but can't as things are now. New Grammar schools.
- It would be wonderful to see the trails be open for biking and walking. Do not need to expand the Town Common. Do not waste our tax dollars on this.
- Maintaining the small-town feel, using appropriate zoning to limit sprawl

**3) What other special qualities, places or activities define Tewksbury's community character? What would negatively impact the community if it was lost?**

- The town is a mish-mash of different and often competing aesthetic and ideals. The town needs to move forward as a single municipality.
- Town Center, Livingston Street Parks
- Open Space, should be preserved
- We are losing our open spaces. We need to keep what land is left
- Fourth of July and Memorial Parade
- Keep updating our schools
- The ability of the community to access facilities and areas at will or at short notice
- Memorial Day parade has been going downhill the last couple of years. It needs to be run much better than it has been. Move the Anne Sullivan/Helen Keller statue to a pad in front of Town Hall. Town should take over the Dover House in the center of town and the open lot between it and the former Foster School for use in erecting the new center fire station and or the moving of the Pike house to this location with all additions replaced and put to use by the Town historic boards as a place for people to know more about our Town and our Town's history. Move the cell tower from the corner of South Street back in to the woods on the uplands there such uplands would need to be purchased by the town this can be paid for by the rent from the cell tower itself.

# TEWKSBURY SENIOR CENTER FORUM

## SUMMARY OF RESULTS

Prepared by JM Goldson 5/19/2017

### Summary

The purpose of the senior center forum in Tewksbury on May 18, 2017, was to conduct an interactive forum to solicit input from the community at the senior center on the vision for the next twenty years in Tewksbury.

### Main Conclusions

- Participants all agree that large scale development of new housing should be limited as much as possible to preserve what's left of Tewksbury's character.
- Traffic in the town is a major concern for participants.
- Open space, the Livingston Street area, and some playgrounds were mentioned as areas of Tewksbury that should be maintained and left as is.
- Participants agreed that Tewksbury should be home to more stores and businesses.

### Priorities

Participants found the following draft priorities to be most important for the Vision Plan:

- Clear and redevelop vacant and/or underutilized properties
- Control or limit the amount of large scale new development (apartment and condo complexes)
- Open more destination businesses (shops, restaurants, etc.) in business areas

### Workshop Design

The workshop was held from 10 am to 11:30 am on Thursday, May 18 at the Tewksbury Senior Center. Eight people attended the workshop. The forum was interactive and informative, including a presentation by Lara Kritzer and a period of time for group discussion. Participants listened to information about community visioning and then were asked questions that they responded to in a group format.

### Methods

Attendees were given nametags and an agenda for the meeting before the presentation, as well as an informative flyer about community visioning. When everyone was settled, Lara began her presentation. During the presentation, Lara answered several questions and fielded comments from the participants. When the presentation concluded, the discussion exercise was handed out to the participants. Rather than have the participants record their individual responses, a group discussion was held with everyone, gathering verbal input on what attendees liked about Tewksbury, what could be changed, and how the attendees felt about a series of draft priorities for the Vision Plan.

### Discussion Exercise Part I

For the discussion exercise, several questions were asked of participants. They discussed each question as a large group. The questions and the responses are detailed below.

1. *Open House attendees listed the three greatest things about Tewksbury today as being its open spaces (ponds, hospital land, community gardens, etc.) the Town's library, and its history. Do you agree? Why or why not? What else do you love about Tewksbury?*

Participants stated that they agreed that these aspects of Tewksbury were essential. However, one person stated that the changes Tewksbury has seen in the last few decades haven't been great, in fact they were "mostly bad". Some aspects of Tewksbury that participants missed were the stores that used to be in town, the lack of large condo developments and apartment buildings, and the quieter town without the traffic that is present today. Many complaints were made about the traffic in the town, especially on Main Street. Aside

from the complaints participants had about Tewksbury, one person mentioned that she really appreciated the Town Manager because of his innovation and dedication to the town.

2. *Where are Tewksbury's special places? What would change the town's character if it were lost?*  
Participants identified special areas in the town, including the common area around Town Hall, the Livingston Street area, and the playground. They were supportive of these places being maintained and kept in town, as other places they saw as essential to the town have been lost. Examples of places that participants miss in the town are the stores that used to be in the town and the old rec center, which "used to be good" but now needs work. The main takeaway from this question was that participants believed that the character of Tewksbury that they loved has already been compromised, and they hope to preserve what is left of the town.
3. *The following Draft Priorities for the Vision Plan are taken from comments received to date on coUrbanize and at last week's Open House. Do you agree that these elements are important for Tewksbury's future?*
  - a. *Install more sidewalks throughout town and create walkable areas.*  
There were mixed opinions on this priority, with some people saying it is very important and some saying it may not be that important. The consensus was that some areas of town could use more sidewalks, but it might not be a priority.
  - b. *Clear and redevelop vacant and/or underutilized properties.*  
Participants found this to be a very important priority. One suggestion was the old pizza shop on Main Street, which participants agreed was an ugly property. An example of useful redevelopment given by one participant was an area by the river, where an old house had been taken down due to flooding. The area was cleaned up and benches were put in, and it was designated an area for kayaks and canoes to set off from.
  - c. *Control or limit the amount of large scale new development (apartment and condo complexes).*  
Participants stated that this was a very important priority, though several lamented that it was too late for this goal to be made, due to the heavy development that has occurred in the town recently. Participants hope that limiting the amount of large scale development will help with the traffic problem facing the town.
  - d. *Access to natural resources (ponds, trails, community gardens)*  
Participants felt that this priority was somewhat important, saying that the town government recently has been good about this. The group felt that access to natural resources is important but not necessarily a priority.
  - e. *Install more lighting throughout the community*  
The group felt that this priority is only somewhat important, as no participants have noticed problems with the lighting of the community. However, they decided that in areas where kids are walking, such as near schools, this should be improved.
  - f. *Open more destination businesses (shops, restaurants, etc.) in business areas.*  
The majority of participants felt that this goal was very important, though there was some disagreement. Proponents argued that coffee shops and small businesses would create a more vibrant community and be convenient to have in the town, while opponents argued that the town is already set with any shop or restaurant it would need.
4. *What else should be a priority for Tewksbury's future? What is missing that would make the community better?*  
At the conclusion of the meeting, participants reiterated the need for more stores and businesses in Tewksbury, though they weren't sure where to develop these businesses in the town. One person also noted that new housing in Tewksbury is all luxury type, and wouldn't be affordable to many. A final suggestion was that public transportation in Tewksbury could definitely be improved.

# TEWKSBURY VISION PLAN

## COMMUNITY OPEN HOUSE II:

### SUMMARY OF RESULTS

Prepared by JM Goldson 6/19/2017

#### Summary

The purpose of the Open House held on Thursday, June 1, 2017, was to solicit input and comments from Tewksbury residents for the Community Vision Committee's work to develop a vision plan for Tewksbury 2037. Attendees were invited to provide comments and suggestions on 7 draft vision statements to assist the Committee in planning for the next twenty years of the Town's growth. Attendees were able to engage with Vision Committee members at each station and give their input on each draft vision statement. Because attendance was not as high as planned, a poll was opened up via coUrbanize and offered those who couldn't make the Open House an opportunity to read the vision statements and give their opinions. The conclusions drawn here are taken from both the Open House and the online poll results.

#### Main Conclusions

- Sidewalks, walking paths, and bike paths are widely recognized by participants to be the aspect of Tewksbury that needs to be improved the most.
- Residents are in general tired of seeing the development of condominium and apartment units and would rather halt development or see more single-family units built instead.
- Traffic in Tewksbury is a major concern when considering the development or revitalization of a town center or adding any new developments of parks or residential areas.
- Residents are enthusiastic about preserving open space and creating better access to natural resources.
- Many responses support a better connectedness among the people in town, and voiced opinions on different ways to do this.

#### Open House Design

The workshop took place in the Cafeteria of Tewksbury Memorial High School, 320 Pleasant Street, on Thursday, June 1 from 7:00 pm to 9:00 pm. Approximately six people attended, not including Town Staff and Vision Committee members who were also present. The open house was designed to be informative and interactive, with means for participants to both ask questions to committee members and give input on what they liked or didn't like about each vision statement. Consultants JM Goldson community preservation + planning designed the open house and hosted the event, with Judi Barrett of RKG Consulting assisting, and Mark Favermann, Favermann Design, displaying the final design choices in the community branding section.

#### Methods

Seven stations were set up in the space, each one to display a draft vision statement. Under the vision statement was space for participants to vote whether they agreed with the statement, had mixed feelings, or disagreed. The participant could leave comments on sticky notes at each station. After the seven draft vision statements, participants were directed to the community branding design options and given the opportunity to vote on a favorite.

Attendees of the open house had the opportunity to speak to the Vision Committee and Town Staff, along with consultant Jennifer Goldson. However, as the open house was not highly attended, the hosts decided to utilize the already widely-used coUrbanize site to open up an online poll for those who couldn't attend the open house. The poll was set up like the open house as much as possible, with the seven draft vision statements, a vote on whether



the participants agreed, had mixed feelings on, or disagreed with each statement, and space for comments or questions. The results of both the open house and the online poll are transcribed in the appendix.

## Vision Statements

Each vision statement is written below. The general responses to each statement are taken from both the online poll and the open house.

### Overall Vision Statement

*Access is at the heart of Tewksbury's vision for 2037 – access to enjoy its natural resources and open space; to new options for traveling between its neighborhoods, stores, parks, and public resources; and to new public venues and programs in addition to the time-honored traditions which enhance its community connections.*

All open house participants agreed with this statement. About 74 percent of online voters agreed with the statement. Bike and pedestrian access were often brought up as important aspects of the statement, and along with that, the desire to decrease vehicle dependency in the town was a common theme. Proponents of this vision statement commended the desire to enhance community ties and increase connectedness among the community. The need for a balance between natural resources and development was also mentioned, and it was often expressed that open space is important to the town character. Some critiques of the statement were that it could potentially be too vague and is worded to have an appeal that is too wide. Many people said that development of anything new would be a detriment to the town, particularly condo/apartment buildings. Lastly, there were several concerns that this was a twenty year vision and that these changes would not be made soon enough.

### The Heart of the Community - Town Center

*With its central location and high visibility, Tewksbury's Town Center is reimagined as a walkable community core with local business and restaurant options adjacent to a vibrant community gathering and activity space where residents come together for concerts, cultural programs, and community festivals and events. A close relationship develops between these businesses and public gathering space, enhancing the area with new opportunities for events and encouraging residents to linger as they stop to meet up with old friends and check out the latest additions to the area.*

All open house participants agreed with this vision statement. About 65 percent of online voters agreed with the statement as well. Most commenters liked the idea of a town center, especially if it was walkable, had good businesses and restaurants, and would be a good location to meet up with friends and host events. However, there were some concerns with the feasibility of creating this town center. Traffic was mentioned often, as well as parking or lack thereof. Another concern was the cost of creating such a space, and who that would fall to. One comment suggested that if businesses in the area were successful, it would help mitigate a tax increase. Other concerns were that Tewksbury residents have already expressed that a town center is not something they want to see, and if something like this were to happen it would have already been established. One suggestion to this vision statement was that a town center should be a part of the whole—focused more on connecting the whole town together than acting as an island in the middle of town. Another suggested that sidewalks and walking paths could connect different “districts” of town to make the town more connected.

### Our Homes - New and Old

*Tewksbury is committed to ensuring that there are housing options available to its residents at all stages of life. The town nurtures programs to balance the construction of new homes with the preservation of the town's existing housing stock, and works toward a balance of multifamily and single-family housing in the community. Through community support, a wider range of housing types are made available which both respect the character of the community and increase its affordability.*

Most open house participants agreed with this statement, though a few had mixed feelings. The online poll was relatively split in opinion—about 37 percent agreed, 37 percent had mixed feelings, and 26 percent disagreed. The

most common concern is surrounding the recent development in Tewksbury – many feel as though the condominiums and apartment complexes that have gone up in the last several decades have already been too much for the town and are weary of any new development. Concerns about the strain on fire, police, and schools are also often mentioned. Participants agree, however, with the desire to provide affordable housing options to residents of all age groups. Several responders said that single-family housing would be a welcome addition to Tewksbury. It was suggested that if the town can balance development of these homes with maintaining and preserving the character of the town, then this could be an option.

## Business and Shopping

- 1) *The success of new venues emboldens business owners to consider more diverse opportunities, bringing family activity and entertainment options as well as a wider range of shopping and dining opportunities to the town. The town's support and encouragement for walkability and access promotes new business "neighborhoods" where one can find entertainment, dining and shopping at one parking destination.*
- 2) *The boost in visitors and local encouragement inspires private property owners to reinvigorate old storefronts and clean up vacant parcels, expanding the commercial tax as a result. Public improvements and increased accessibility promotes new businesses and draws destination stores and restaurants into the area. The Town's enthusiasm for creative solutions to the empty storefronts and vacant lots along Route 38/Main Street encourages these businesses to consider new ideas for revitalizing the area.*

Open house participants agreed with both of these options. About 59 percent of online participants agreed with option 1 and 73 percent agreed with option 2. In the comments, many participants preferred option 2, favoring the idea of fixing existing problems before moving onto new ones and redeveloping and reinvigorating the town. This idea will keep the town small and ensure growth in the long term. However, with this option, traffic, walkability, and the reliability of new businesses are concerns that were expressed. Some responders preferred option 1 because of the focus on walkability and new businesses, but there were concerns that it would ignore current problems and that the focus on a "one stop" destination will be at the expense of the rest of Main Street.

## Getting Around Tewksbury

- 1) *Developing a walkable community with a strong network of sidewalks, paths, boardwalks, and trails unites Tewksbury's residents and encourages a safe and healthy alternative for getting around town. The town's initiatives to develop connections between its existing open spaces, recreational areas, shops and restaurants not only provide new options for residents but also draws visitors to enjoy the recreational and shopping opportunities Tewksbury has to offer.*
- 2) *Tewksbury reenergizes its roadways with new signage, traffic calming measures, and revised designs for safety improvements on its roadways. These accessibility and transportation enhancements inspire residents to move around more freely in the community.*

Open house participants generally preferred option 1 over option 2. Online, 79 percent agreed with option 1, while about 54 percent agreed with option 2. Most comments expressed a desire to combine the options—solving traffic issues is a major goal, and more sidewalks and bike paths would help provide alternative options to driving. Several commenters felt this vision statement to be the most important, stating that traffic is one of the most major issues in Tewksbury. Others suggested that more options for public transportation could help solve the traffic problem as well. Some who were concerned regarding Option 2 felt that "traffic calming measures" might not reduce traffic, just slow it down and were wondering about specifics.

## Municipal Resources

- 1) *As Tewksbury grows and changes, residents eagerly work to preserve the character of the community while also planning for the needs of its future. Alongside strong support for the preservation of much beloved institutions such as the well-loved Library, residents also advocate for new improvements, such as a new recreation center, to build and expand opportunities for the community of the future.*
- 2) *Tewksbury's many town-sponsored activities and programs, from its Fall Festival to the Fourth of July parade, contribute to the town's unique character and build up connections within the community.*

While open house participants agreed with both options, a few people marked that they preferred option 1 over option 2. In the online poll, about 53 percent agreed with option 1 and about 74 percent agreed with option 2. However, many comments indicated that option 1 was preferred over option 2. One person described option 1 as a “need” and option 2 as a “want”. Many comments seemed to agree with this sentiment—that an investment in the day to day improvements such as a recreation center and preserving natural resources will pay off more in the long run than activities and holiday traditions that may not get good attendance or support in the town. Concerns regarding both goals were about the cost and who it would fall to.

### Protect and Enjoy our Natural and Open Space Resources

- 1) *The State Hospital Land, Livingston Street and Frasca Playing Fields, Long and Ames Pond – all are well loved by Tewksbury residents, who are eager to explore new ways to actively support, enjoy, and publicize these resources. Inspired by this community sentiment, the town creates new strategies including additional trails, boat rentals, and signage.*
- 2) *Tewksbury's growing walkability embraces its natural resources, incorporating its pathways and walking trails into the network. As the town increases the visibility and access of these sites, it is inspired to explore new ideas for their preservation, including partnering with local nonprofits, and purchasing other significant open sites before they are lost.*

Open house participants preferred option 1 over option 2. On the online survey, however, about 77 percent agreed with option 1 and about 80 percent agreed with option 2. Commenters appeared to have mixed opinions, with many agreeing that open space needs to be protected and preserved and that if the natural resources are connected via walking paths to the pedestrian network both options could work, and other arguing that the tax increase would make the town unaffordable and that any new development, even as a part of open space, is unnecessary. Some ideas for useful development in open space include bike trails such as a rail trail, a beach on Ames pond, and wheelchair accessible areas.

# Appendix I: Open House Exercises

## Overall Vision Statement

Access is at the heart of Tewksbury's vision for 2037 – access to enjoy its natural resources and open space; to new options for traveling between its neighborhoods, stores, parks, and public resources; and to new public venues and programs in addition to the time-honored traditions which enhance its community connections.

Six people voted that they agreed with this vision statement.

### Comments:

- Tewksbury must draw attention to, improve, and add more destinations. These can be shops, restaurants, or natural resources. Bike and ped access is essential to navigate the area and make the town more desirable.
- Access to natural resources shouldn't rely on just cars. Adding parking lots can result in the depletion of these resources the town should protect.
- Under "new options for travel", what are the plans for ADA accessibility? What updates are needed and what inclusions will be made into new travel/active transit methods?
- Great schools!
- Access to neighborhoods and resources important to further strong community ties.

## The Heart of the Community - Town Center

With its central location and high visibility, Tewksbury's Town Center is reimagined as a walkable community core with local business and restaurant options adjacent to a vibrant community gathering and activity space where residents come together for concerts, cultural programs, and community festivals and events. A close relationship develops between these businesses and public gathering space, enhancing the area with new opportunities for events and encouraging residents to linger as they stop to meet up with old friends and check out the latest additions to the area.

Five people marked that they agreed with this vision statement.

### Comments:

- By creating "districts" within the town that are sidewalk connected, residents and visitors can move through and experience the town.
- The town center, as well as other areas, needs a "high profile" look to draw businesses and investors. These become additional tax revenue.
- Very excited about the prospects of a community gathering
- Is there parking for this, whether on or off street? If not, what of the public transit routes or longer bike lanes stretching down our main roads? How do we carry people to this center in a way that encourages them to engage in their community more?

## Our Homes - New and Old

Tewksbury is committed to ensuring that there are housing options available to its residents at all stages of life. The town nurtures programs to balance the construction of new homes with the preservation of the town's existing housing stock, and works toward a balance of multifamily and single family housing in the community. Through community support, a wider range of housing types are made available which both respect the character of the community and increase its affordability.

Three people marked that they agreed with this statement, and two marked that they had mixed feelings.

Comments:

- Additional residential means more traffic! Traffic from 38 already spills over to other roadways. Keep this limited if not nonexistent.
- Feel statement is vague. Too many condos! Too many new densely settles new developments. More affordable single fam houses.
- Great idea but don't know how this can be managed or maintained.

Business and Shopping

1. The success of new venues emboldens business owners to consider more diverse opportunities, bringing family activity and entertainment options as well as a wider range of shopping and dining opportunities to the town. The town's support and encouragement for walkability and access promotes new business "neighborhoods" where one can find entertainment, dining and shopping at one parking destination.
2. The boost in visitors and local encouragement inspires private property owners to reinvigorate old storefronts and clean up vacant parcels, expanding the commercial tax as a result. Public improvements and increased accessibility promotes new businesses and draws destination stores and restaurants into the area. The Town's enthusiasm for creative solutions to the empty storefronts and vacant lots along Route 38/Main Street encourages these businesses to consider new ideas for revitalizing the area.

Four people marked that they agreed with option 1. Five people marked that they agreed with option 2. There were no votes for mixed feelings or disagreement on either. One person marked that they prefer option 1, and one person marked that they prefer option 2.

Comments:

- Option 1 highlights the existing need for walkability between existing shopping areas. – Lanes has a crosswalk with the strip mall across the street but still feels a little precarious. Are there flashing ped lights there? Such ped-centered design would be really great in the "business neighborhoods". Option 1 sounds really great! Please no more strip malls!
- Option 1: I worry the focus on a major "one stop" destination will be at the expense of the rest of Main st.
- Option 2: Clean up 38 uniformly and make it pedestrian friendly would be best.
- We need to be more "small town" in feel. Less huge malls, Walmart, massive parking lots, etc.
- Very important topic to ensure long term growth of Tewksbury. Would like to see town storefront and empty lots as an area for work in.
- Option 2 is fixing problems and option 1 is ignoring the problems and focusing on something else. Update, improve, and get rid of existing eyesore brick and mortar buildings.

Getting Around Tewksbury

1. Developing a walkable community with a strong network of sidewalks, paths, boardwalks, and trails unites Tewksbury's residents and encourages a safe and healthy alternative for getting around town. The town's initiatives to develop connections between its existing open spaces, recreational areas, shops and restaurants not only provide new options for residents but also draws visitors to enjoy the recreational and shopping opportunities Tewksbury has to offer.
2. Tewksbury reenergizes its roadways with new signage, traffic calming measures, and revised designs for safety improvements on its roadways. These accessibility and transportation enhancements inspire residents to move around more freely in the community.

Five people marked that they agreed with option 1 and one person marked that they agreed with option 2. Three people marked that they preferred option 1 over option 2.



Comments:

- I live on Whipple. This road currently serves as a “single stop sign” speedway and cut through. It’s a big well traveled road but theres no traffic calming or pedestrian facilitation. The same goes for Shawsheen and Chandler. Make these areas more family friendly. Put up more stop signs, sidewalks, and light. Make these roadways difficult to use as an alternative to 38. If this is not down, these roadways will continue to become as congested as 38. My road was not like this 10 years ago.
- Agree that future planning is needed to redesign Tewksbury roadways, but feel like this should also include sidewalks. Lack of sidewalks greatly concerns me – especially on Main St/38, Shawsheen, East/Maple/Lone sts.
- Sidewalks! Bike lanes! Crosswalks! And plow them in the winter!
- While both obviously feel necessary, I think active transit improvements will make more noticeable, impactful changes. Perhaps station 5 option 1 and station 4 option 1 will decrease some car trips and improve some traffic issues in that way.

Municipal Resources

1. As Tewksbury grows and changes, residents eagerly work to preserve the character of the community while also planning for the needs of its future. Alongside strong support for the preservation of much beloved institutions such as the well-loved Library, residents also advocate for new improvements, such as a new recreation center, to build and expand opportunities for the community of the future.
2. Tewksbury’s many town-sponsored activities and programs, from its Fall Festival to the Fourth of July parade, contribute to the town’s unique character and build up connections within the community.

Four people marked that they agreed with option 1, and four people marked that they agreed with option 2. Two people stated that they prefer option 1 over option 2.

Comments:

- Option 1 is a need. Option 2 is a want.
- Invest in the day to day improvements over the once a year, weather dependent, volunteer dependent, donation/fundraising dependent events
- An active full time art center or youth center can supply jobs and generate income that can be invested in events like fireworks, exhibits, etc.
- I like both options, but would like to see more efforts on fundraising to support community events.

Protect and Enjoy our Natural and Open Space Resources

1. The State Hospital Land, Livingston Street and Frasca Playing Fields, Long and Ames Pond – all are well loved by Tewksbury residents, who are eager to explore new ways to actively support, enjoy, and publicize these resources. Inspired by this community sentiment, the town creates new strategies including additional trails, boat rentals, and signage.
2. Tewksbury’s growing walkability embraces its natural resources, incorporating its pathways and walking trails into the network. As the town increases the visibility and access of these sites, it is inspired to explores new ideas for their preservation, including partnering with local nonprofits, and purchasing other significant open sites before they are lost.

Five people marked that they agreed with option 1, and one person marked that they agreed with option 2. Two people marked that they preferred option 1 over option 2.

Comments:

- Clean up what we have curb appeal for: wetlands, picnic space, lights, trash barrels, benches, public toilets, paved parking
- Is there a “welcome packet” that comes perhaps when the town finds a switch in ownership through deeds or the water dept? If so, could include some trails etc. info
- Prefer Option I – important to support and fund projects to help preserve existing natural resources.

## C. Results of Online Survey of Draft Vision Statements

### Appendix II: Online Poll

#### Overall Vision Statement

Access is at the heart of Tewksbury's vision for 2037 – access to enjoy its natural resources and open space; to new options for traveling between its neighborhoods, stores, parks, and public resources; and to new public venues and programs in addition to the time-honored traditions which enhance its community connections.

Out of 231 responses, 171 (74 percent) agreed with this statement. 52 (22.5 percent) had mixed feelings, and 8 (3.5 percent) disagreed with the statement.

- This is a good overall statement.
- Unless you're driving, the town is very disconnected. if you pick two points miles from each other in town, there's no safe way to walk or bike from one to the other.  
Please please please decrease vehicle dependency. Get the town back to its rural roots and get people outside. Let my kids walk to school.
- I love this vision statement. Tewksbury has many wonderful components but at this time, they are disjointed and not realized by many townspeople.
- I like it overall, would like to strengthen the community building aspect a bit more, "community connections" just doesn't do it for me. I would hope one of the primary drivers behind these efforts our toward building an even stronger community.
- This could be written better and shorter. Its a vision statement and brevity makes it better. Otherwise this seems the most accurate based on the sessions I've attended and the committees upon which I serve. And its not about access: its about maximizing the CONNECTIONS and connectedness in the community : connections between Places (homes to business to ball fields), connections to People through events and activities in our public spaces, and connections to our natural resources through trails, rivers and ponds, and parks.
- This is straightforward and simple to understand--I love it.
- Love the idea of more sidewalks and walking trails
- I am pleased with this statement mainly because it prioritizes natural resources and open spaces. I do not agree with ANY further development outside of municipality and schools.
- stores... Retail? Retail and dining?
- Access seems too narrow a focus for a Town vision statement. As it's used here, it means travel until the last statement, which seems a bit "tacked on". Access also means availability of services for people who are able-bodied and those who have physical and/or intellectual challenges. I can see from the word cloud that "sidewalks" is a popular word; I understand why and where the desire comes from. However, I don't think we want to spend the next 20 years ONLY focusing on whether or not we have a good network of traveling options.
- access concept is good, but everything in town seems accessible, may be a matter of more communication about the resources we already have, and a matter of more options for entertainment/social activities in town.
- Sidewalks so we can walk our children, grandchildren and great grandchildren safely
- 20 years?
- My vision would include the improvement of education for our youth. Too many go elsewhere for it, especially at the older levels.
- MUCH BETTER COMMUNICATION OF INFORMATION SHOULD BE ANOTHER TOP PRIORITY. GET A LOCAL TV STATION UP AND RUNNING ASAP.....OTHER TOWNS HAVE HAD THAT ADVANTAGE TO RESIDENTS FOR YEARS NOW!!!
- "new options for traveling" is vague; The statement reads a bit awkward. Maybe each clause should start with access to reinforce the overall premise.
- Sounds like starting with sidewalks and going to incremental change from there...which is what people seem to want.
- Before we spend more money I would to pay off the Sewer and the High School before we spend more money on other major projects. As it stands now we can't do much shopping because of the high taxes we now pay.
- Bike trails and side walks would be fabulous additions to the town. It is so difficult to walk here. I have to drive somewhere before I feel as though I can walk safely.

- We need more focus on economic development. We seem to be losing more businesses than we are attracting. No more apartments or condos.
- There are too many condos being built. If the vision is about access to natural resources and open spaces where people can gather, we are not going in that direction. Tewksbury is a beautiful place to live, but with high taxes we are pricing our children out of the picture.
- I'm concerned this vision is trying to be everything to everyone.
- Sidewalks are paramount to this endeavor!
- I think the vision is great but I think that the fact that Tewksbury did not go with the shopping mall and did not go with the demolitions deal years ago has left the responsibility on the citizens to make up for the tax income deficit which has been used to pay for New Town Hall, new police station, and now soon to be new fire station at the residents expense instead of inviting business locations that have little to no impact on residential neighborhoods. Bottom line is the changes would be great but my taxes have gone up and my water bill is out of control because Tewksbury does not have a great financial plan and leaves the financial responsibility on its citizens instead of coming up with creative financing in the business industry
- Because it sounds like Blah, blah, blah, blah, blah.
- I think it would be great to open new spaces I think it would be great for Tewksbury to have a dog park.
- Tewksbury looks terrible now and that has never been the vision
- I THINK I agree with this statement but it is choppy and could be written better for a clearer more direct delivery.
- Downtown area
- I know sidewalks is a hot topic in town and it sounds as if this is referring to that, which is why I agree with this statement. I do, however, wish that it was more of a 2027 or 2030 vision vs. 2037.
- Better walking paths and overall pedestrian friendly community
- I'd love to see more community spaces and outdoor activities.
- This is very vague. I have reservations regarding the open space and natural resource statement. There seems to be more and more destruction of both of these areas with the new Condominium craze that is popping up in all these open spaces! Which leads to more congestions on the roads and in neighborhoods.
- Tewksbury does not have the type of roads that can handle the existing traffic let alone a major increase. The never ending building of more and more housing units has caused Rt 38 to become a parking lot and there is not room for widening it without major disruptions to businesses as well as to residents. This limits the ability to travel where you must - let alone to new parks and public venues.
- Sorry, but I'm really confused at what you're stating here. Access is at the heart of our vision for how things will be 20 years from now!? How about now, evolving into what it will be 20 years from now. Many of us will have either moved or passed on. I'm a little more short-sighted; I think more of the lines of what our Main Street looks like. It's stuck in a time warp of 1957. Very old establishments, empty buildings, decrepit road conditions, just an awful eyesore and there is nothing there, other than a new bowling alley to draw people here from other towns. Disgraceful.
- Our overall vision should be bringing new businesses to the town. Just look at so many empty (ugly) land parcels along the Rt38. We need to ask ourselves how come neighboring towns are able to attract businesses but not us.
- Good balance between natural resources and development
- While I believe the overall vision is thoughtful and the town, as it stands, is already crowded. With the additional building of apartment building after apartment building free space seems to becoming somewhat compromised. I believe that the town has some excellent public venues and recreational facilities but of course there's always room for improvement.
- Downtown area
- I agree that Tewksbury needs better access for its citizens to get around.
- Tewksbury does not seem like a town which is difficult to navigate; while there are worn-down aspects of infrastructure which could be updated, it is also desirable to keep the more 'wild' parts wild and the isolated nature of some of the town isolated.
- I never experienced "access" as a problem. A coherent plan for distributing businesses among logical population and access centers may be better. Today, business placement does a disservice to the community and the businesses. Our family has a motto for the town - Where business comes to fail.
- Open space is extremely important. A year ago I moved from a small town where they took any available open space to build condos. Infrastructure, parking and traffic all suffered. I don't oppose development but you must carefully consider the results of over development. Traffic on 38 has increased in the short time I've been here. I am concerned.
- Part of Tewksbury's vision needs to be controlled growth.
- Sidewalks and centers of interest within walkable distance of each other would be great!

- I disagree. A person can visit any one of the state parks or national parks to get this natural resource feel.

### **The Heart of the Community - Town Center**

With its central location and high visibility, Tewksbury's Town Center is reimagined as a walkable community core with local business and restaurant options adjacent to a vibrant community gathering and activity space where residents come together for concerts, cultural programs, and community festivals and events. A close relationship develops between these businesses and public gathering space, enhancing the area with new opportunities for events and encouraging residents to linger as they stop to meet up with old friends and check out the latest additions to the area.

Out of 235 responses, 161 people (65.5 percent) agreed with this statement. Forty-eight people (20.4 percent) had mixed feelings, and twenty-six people (11.1 percent) disagreed.

- This is definitely something that should be included in the vision statement. I'm excited to see it articulated here!
- I'm okay with this pending I can walk there. Can't currently no way to safely walk the roads from my front door to the town center. Upgrades would be nice.
- As romantic as this image is, the cost is prohibitive and the space simply not sufficient. In a community such as Tewksbury, the population is too widely spaced to benefit from such a central idea. Look at the communities around us, Billerica, Westford, North Reading...They have a central place for concerts and festivals, but not a large commercial space. Even Andover and North Andover where there are commercial buildings in the center of town, they can hardly be thought of as a central gathering place.
- The town center development is an important component for townspeople to make connections and allow easy and accessible networking.
- I would change "linger.." to something along the lines of "spend time with old friends, make new friends, and enjoy the welcoming space".
- Agree, but the recent vote in April indicates the community really doesn't. Would love to see it, but I think limiting the vision to the center would be counter-productive. The Center is part of the whole - and should be included in a vision that emphasizes Connection - linking the Center to schools, businesses, and residences- not making it an island.
- This is too complex.
- We don't need to build up the Town Center Area
- There are many properties on Main Street in town that are unoccupied. What makes us think we will attract business owners to town. Don't want to pay more taxes for more empty spaces!
- I agree but how are we assured of businesses willingness to come and locate in the Tewksbury town center. As a taxpayer, I don't want to be responsible for paying for buildings for "potential" businesses to come and locate in our town center.
- Key idea - 'close relationship between businesses' due to their high profile location. If possible, we must be selective and only allow high quality tenants that will enhance the atmosphere.
- People of Tewksbury already voted that they don't care about a vibrant Town Center. Paired with the townie elitism, I doubt the majority could move beyond their self-importance to engage in a true community center. (Read: I am so over the arrogance --and for what? Mediocre schools, lack of community investment --though I applaud your efforts--and mob mentality?)
- I believe it is vital to the future growth and success of the Town to develop a real town center destination (not a place driven by at 35/45 mph).
- Focus is too narrow a concern. I, too, want a vibrant town center, but I want more for the community than that for the next 20 years.
- Any hope of the Town Center being transformed into a community center should have been done 15 years ago before our elected officials allowed unrestricted building
- Yes, enthusiastically and strongly agree!



- Clean
- The character of Tewksbury, and why I moved here a year ago, is its unique open spaces spread throughout the town. The state hospital open space and cemetery, the local farms, Foster Park, and Saunders Recreational Area are what makes Tewksbury unique and attractive. There are plenty of towns in the greater Boston area with tight town centers, and I want the town visioning committee to focus on access to the large open spaces we have available, not duplicating what is available everywhere else in the area.
- This will be difficult to achieve without significant aggregation of land, and rezoning. The Town has had difficulty raising funds for these types of investment, so to achieve the goal, private funding/development will need to be the main driver.
- If businesses will not move into the empty store fronts on Main St they will certainly not pay higher rent to move into any new commercial spaces. This seems like a ridiculous misuse of town funds.
- What businesses?
- Many old, disabled, and medically challenged tax paying people cannot walk far or, at all, and therefore, won't be able to enjoy a "walkable" community. The handicapped should be able to park where the activities are taking place. This situation is present now and should be corrected.
- Love this idea - but what about parking?
- Many improvement plans I have seen discuss revising the Main/Pleasant/East intersection. I don't think halving a focus on a walkable town center should be at the expense of worsening traffic flow. High traffic in this area will take away from the goals of improving the town center.
- While nice in theory, given the businesses in existence in that central vicinity by way of gas stations, existing residential, proposed new location for the Fire Station etc., I don't envision this as a possibility. I believe in working with what we already have there and trying to improve upon it, landscaping, etc. Given Rt.38 as 'forever being' a main thoroughfare cutting through Town we will never be an 'Andover-like' downtown. I think that ship has long sailed. I do agree with having community events on the Town Common though.
- Creating traffic and spending money people have overwhelmingly said they don't want to spend is nothing short of irresponsible.
- This would be lovely. As long as it was kept real and doesn't get too "rich", "fancy"... What's the point if everything is so expensive I can't afford to be there? I want to be able to go and enjoy myself, not feel like I need to dress up...
- 20 years is a very long time to wait for this to take place. Ideas are great. Time frame is too long.
- I do like the idea of a central town location, but the price is very high.
- Tewksbury center years ago had a tavern and maybe a few other things, but for many years it is the way it is now. What are you going to do tear down homes to put in your coffee shops, etc? The area is congested in the morning during the school year. The town common is pretty the way it is if you want to tear down the old library and fire station and put something there fine, but make sure it isn't a pizza/chinese restaurant or a convenience store, otherwise, leave it alone. Putting a bow on it doesn't necessarily make it pretty. Fix what is broken don't put bandages.
- I feel the heart of a community is its Town Center.
- Sidewalks are paramount to this endeavor!
- Also, another great idea but I would hope that that would come with some kind of reconstruction to Route 38 because it is a difficult path all the way from Woburn to Lowell so I'm not sure how you would improve traffic and roadways in order to allow traffic to flow especially since it is a state highway. I believe this would only be a positive thing if there was a traffic plan that works.
- More of the same. Where will people park.....no sidewalks to get there. Who came up this these?
- Accessible sidewalks into the city center must be a top priority to this initiative.
- Great idea but we have many vacant business spaces already
- "Walkable" is the key here!
- The town center today is absolutely not walkable. If you want a walkable cute town center look at Melrose.

- Interesting concept but need a different road configuration than was presented/developed for the recent warrant article
- I grew up in a small town and this is highly relatable for me.
- I grew up in a town with a "downtown" area where you could park your car and walk from store to store on both sides of Main Street - similar to Andover, Concord, etc. I really dislike strip plazas - especially when there are so many vacancies in each plaza, yet they continue to be built.
- Drawing not only our communities members in but others to come and experience what tewksbury has to offer
- This could have been done 40 years ago when many of these properties were on the market (ie the triangle where Mobil is today), but it is probably too late now given the high cost to buy properties in this area, no significant parking and the high volume of traffic on rt 38.
- I'd love to see the establishment of a real town center where families can enjoy a walkable space with dining and shopping options such as 3rd Ave in Burlington and Market Street in Lynnfield. My hope, however, is that this infusion of business can help mitigate a tax hike for this project.
- For the love of all that is holy, if the new town center has a roast beef and pizza place I'll break down and cry. It seems like that is the only type of restaurant we allow in Tewksbury. Enough is enough. Lets have a more diverse set of options, and no more eye sores like Applebees.
- Again, very vague. What is the proposed Heart to look like?? Walkable?? You cannot even get through a light with a car at the center with all the traffic.
- First, see above comments regarding traffic.  
The town center does not have any of the necessary attributes to carry out this objective without some huge reconstruction projects with attendant major money outlays (tax increases), disruption of lives for those living nearby and an increase in traffic to an area barely able to deal with a high school football game.  
This should have been happening organically over the years if it was really meant to happen at all. Not in one giant reconfiguration of a small area of town still consisting of mostly single family housing surrounding a few older municipal buildings.  
I'm sorry but this isn't Lexington and it's not going to be by force.
- You're kidding, right? "Walkable?" For whom? From where? It's a traffic nightmare and if you have to cross the street, good luck, since the cars zoom through the lights. Restaurant options? Where's there a restaurant near the Town Center? I think the nearest one is Capellini's, hardly an easy walk, considering the lack of sidewalks.
- Never happen been here since 1957..worse now than then
- Not sure that town center can really become a true community core. Hope it happens but seems like it will take a LOT of investment.
- I would like to see a true town center in Tewksbury but The size of our town center and the existing infrastructure make me believe that It would be very difficult and costly to accomplish this vision. I will remain optimistic though.
- Tewksbury seriously lacks a cozy downtown area for people to walk, gather and visit - the center of town needs walkways, coffee, cafes, ice cream and gift shops-- who wouldn't love an area like this ?
- I'm not sure where all the land to do this would come from
- I agree that the town center is and should be a place for people to meet up and enjoy the surroundings.
- Yes - Tewksbury may have a 'main street' but there is not 'town square' - one takes one's life in their hands trying to cross the street by the police station or fire dept., and having 38 as the only 'main street' spreads businesses out over a long and narrow corridor, decreasing walkability and increasing traffic
- However, the business has to support the concept. A nail salon or car parts retailer won't really work there for the community.
- This is a lofty goal. Our Town Center to me is a place I pass by when driving, admire the renovated town hall while sitting at the traffic light. I rarely attend events there (occasional farmer's market stop, family summer concerts when my kids were little) and have never suggested it as a spot to meet a friend or relax. It would be nice it that were to change in the future.
- See above. Development can enhance or ruin such a beautiful, historic area.

- A heart to the community would be wonderful, however, until developers start to develop with a heart of the community in mind, we will have more strip malls and apartment/condos pour up wherever property comes available
- I would love for the town to have a place where people meet and hang out that is not attached to a particular business. Yes for a Town Center!
- Once again, I have to disagree. That mind set is out-dated. The cleanup would be costly, as well as insurance the town has to foot the bill for. What a legal headache.

## Our Homes - New and Old

Tewksbury is committed to ensuring that there are housing options available to its residents at all stages of life. The town nurtures programs to balance the construction of new homes with the preservation of the town's existing housing stock, and works toward a balance of multifamily and single family housing in the community. Through community support, a wider range of housing types are made available which both respect the character of the community and increase its affordability.

Out of 232 responses, eighty-five people (36.6 percent) agreed with this statement, eighty-seven (37.5 percent) had mixed feelings, and sixty people (25.9 percent) disagreed.

- I generally agree with this, though I think there should be a greater emphasis on developing grayfields and building and/or refurbishing housing closer to the town center, so that automotive trips can be shortened, reduced, or eliminated.
- We already are inundated with multi family complexes, this will take a toll on our schools.
- Too many new condos and apartments. You're getting more people onto roads that are either already crowded and backed up or roads that have become unmonitored racetracks that people use to stay off Main Street.
- We already have a range of housing, most of it becoming more expensive as each new area is developed. We need to stop the housing increases. If the town continues to grow and taxes continue to increase, the smaller homeowner and the retired couples will no longer be able to afford the real estate taxes. Then there will not be a variety of housing offerings, just the more expensive. Who, beyond the builders, is benefitting from these large apartment and condo developments that are being built? Do any of them reduce taxes by adding more tax payers or does the desire to gentrify the town just cost more?
- We need to slow the apartment/condo building
- I think this is very important but I would love to see more single family housing rather than the immense multi family buildings going up presently.
- Does increasing affordability have a negative impact on existing home values?
- Might want to consider changing "old" to "existing"
- A wider range of housing types are made available? Where? The town is largely built out and limited space seems to only generate apartments and condos to maximize the space left. This doesn't feel like vision - it feels like kickback against recent development trends.
- I remain concerned about the number of elder communities and apartments that are being developed in town vs. the number of single family dwellings.
- We have so many multi family housing complexes now. The complex behind the fields behind Farmer Dave's CSA is awful to see looming over the farm. Let's try to keep these highly visible areas as scenic as possible.
- There are already plenty of housing options in town. This will put an extra strain on fire and police departments. Two departments who don't get townspeople support.
- This statement is currently being fulfilled with the vast variety of housing that we have from rental units (both residential housing and apartments), condominiums, 55+ developments that are a nice mix of both older and newer age throughout the town. I would personally Prefer to see our vision committee focus on commercial development in the areas adjacent to Rt. 93 and Int. 495 to

add to our tax base while focusing on more traditional single family residential housing along with community recreational facilities.

- With this last blast of development, I am confident that this has already been accomplished "housing options available to its residents at all stages of life." ABSOLUTELY NO MORE HOUSING DEVELOPMENT!
- I don't think the town has done a good job at balancing the character of the town there are far too many apartments that have recently been built and that housing option does not enhance a sense of community.
- The community seems pretty hostile toward any new construction, especially of the multi-family variety.
- Sounds great in principle, but do not know how this can be supported
- The massive apartment complexes that have been allowed as well as future ones that are planned that have been allowed to pay in lieu of including affordable units have hurt the Town. There is no balance or preservation
- Stop the building of homes, apartments, condos, and townhouses.
- I don't like a lot of the houses on 38. I love the idea of a wide range of housing types that are all affordable across the town, but the houses on 38 seem out of place. A few of the older homes look nice, but most of them seem to be in the way and take up space that could be better used for businesses.
- we can embrace our strategic location with access highways for new development, while developing "inner" town.
- We don't need anymore condos or apartments that are not taken care of after awhile. We need to stop building those
- There seem to be far too many apartment complexes being built in town, largely in single family residential neighborhoods.
- All I see are condos going up everywhere
- There is currently far too much development going on with no infrastructure to support it.
- Stop building condos close to main streets causing traffic jams and backups. If two family houses were allowed, much of this problem would not exist. We do not need any more condos, and if they are built at all, there should be a zone only for them-not scattered all over the town.
- No more new condos.
- More housing that would accommodate lower/middle income residents. This includes families, young working people and elderly.
- TOO MANY LARGE DEVELOPMENTS AND CONDOS! What is considered 'affordable' in Tewksbury REALLY IS NOT. None of our kids can afford to live here. More attention should be paid to historical preservation in buildings/homes we have left. (prime example Andover St. triangle area where homes will be torn down near Wendy's for new commercial development) WE HAVE NEEDED A DESIGNATED HISTORICAL DISTRICT for YEARS....now it may be too late to prevent this 'commercial creep' into our NEIGHBORHOODS. Proposed 5 story hotel on corner of North and International is another example. Also when an existing home is bought by a developer it should not be razed to fit in multifamily NOR a 'McMansion' style house that doesn't fit in with the surrounding homes. Good example on Lee St.
- Multi family homes vs all these condos might be good incremental progress
- Please stop building apartments and condos.
- Enough with the apartments...traffic is bad enough on rte 38!!!!
- Way too much development of large apartment complexes going on in town. We'll be Somerville soon.
- Unfortunately old homes are not valued in this town, you cannot sell an old home at fair market value.
- There are a lot of apartments already built or on process. I don't feel we have the ability to support all the families that would be living there right now-not sure what it would be like in 20 years.
- While I agree we need diverse housing options, I feel that we have too many condos, townhouses, apartments etc.. in this town and we need to concentrate on preservation and stop building.

- taxes too high, especially on condos
- Too many Condos. The Traffic down a one lane road is absolutely awful. It can take 45 minutes to get from one end of Tewksbury to other. Possibly a third middle lane??
- The more housing you build (apartments etc.) the more stressed the schools, etc become. Apartments do not provide enough tax revenue to support these services. Also, I am concerned with the number of apartment buildings in Tewksbury now and the fact that the occupants are allowed to vote on things that they don't pay taxes on. i.e. schools, fire stations, DPW, and other infrastructure that if passed and the tax rate goes up they can just walk to the next city/town. I think that people who live in apartments and don't pay town taxes for the schools, fire station, library etc. should be allowed to vote in the town elections. The outcome does affect them but not in their pocketbooks. You could argue that ultimately the landlords taxes would go up which could raise their rent but again, they can just pack up and move. We would have to sell our houses and we would need a desirable town first.
- It is disturbing to see existing homes destroyed to be replaced by "McMansions". A town should have housing for all economic levels.
- Roads, stoplights and schools must be kept in mind with additional residents.
- Condos are detracting.. the massive buildings on either side of 38 that have gone up in the past 10 years are not the ticket to an attractive inviting community.
- Less large apartment buildings
- More condos to "rent" by one or two builders in town. Balance construction of new homes.....are you kidding. Look around town. What do you see?
- A proliferation of condos/townhouses makes it difficult to bring new families in who might stick out in the community long-term.
- Tewksbury has far too many condos and apartments for Rt 38
- I agree with most of this statement with the exception of having too many condo complexes constantly under construction.
- People don't seem to like the condos, I think they're a great idea but I seem to be in the minority.
- Agree wholeheartedly that goal should be a balance between old and new housing stock with emphasis on availability of options that stretch across the lifespan. Concerned about continuing development of high density complexes unless/until aging schools are modernized or replaced.
- I am amazed at the amount of building that is currently active in town. From commercial to residential, both single and multi-family dwellings. I am concerned that the town does not have the infrastructure to accommodate all this
- No more multifamily & condos. I'm hoping Tewksbury continues to be a family town and not a pass through town.
- Although I agree with the statement, this appears to be what is happening now, therefore I really feel that other options should become the forefront of our vision to ensure we aren't overrun by housing.
- Allowing the construction of several multi-family monstrosities on Main and Livingston Streets has destroyed the 'vision' of Tewksbury as I have known it for over 50+ years. It is no longer a warm small town suburb, and has become another urban center of liberal Massachusetts.
- The housing for the elderly that exists in the town, for which there is a wait list, for the most part, are rundown and undesirable. There is a new building on Livingston Street, but the older properties need total renovation. Also, many upscale, luxury apartments and condos are being built - this doesn't support "balance". The new single family homes are also large and marketed for high-income producing families. I believe that these properties need to be leased, rented and/or sold before more new projects can even be considered. I, personally, feel that we are losing way too much open space due to construction.
- Too many condos being built recently!!!
- It seems that all that is going up lately is multi-unit properties
- I am opposed to high density multi-family properties being placed in historically residential neighborhoods, 40B projects in some neighborhoods are a great example of this, it is the wrong thing to do. This being said, there are many high density apartment projects being built right now outside of these neighborhoods which are fine by me

given the location and open areas surrounding them - Martel project on Livingston, Carter project on Victor Drive, etc.

- There are far too many "luxury apartments" being built. We can't fit the amount of people we already have on route 38!!!! This used to be a beautiful town and now it is so over crowded!!! I can only imagine how much the rent will be for the apartments behind the farm stand since the Ames Pond ones are ridiculously priced!!!!
- I would like to see less construction and more preservation of our public spaces.
- I'm not opposed to town homes if we keep the quality of public education high in Tewksbury. If we maintain the small class sizes with talented and well paid teachers, then I'm all for it.
- You cannot have open space AND continue to build new homes and condominiums, since when is Tewksbury a city?? What happened to the bedroom community with the old suburban charm.
- I feel there are too many condos, may too much building not enough preservation.
- In general I agree with the idea of having a mix of housing types throughout the town. Not just in some areas, but in all areas of town.  
However I disagree with the concept of building housing on every single tract of land possible. And even more so with the building of huge super multi-unit mega structures that totally disrupt the look and the feel of Tewksbury as a "town".  
It used to be known as the "Carnation Capital ". It's now becoming the "Car Nation Capital " with constantly increasing traffic throughout. When is enough, enough? Never?
- Think of it this way: If you owned a house in Tewksbury and wanted to sell it and buy a condo in town, and wanted to bank some of your equity, you really won't end up with much, as condo prices are through the roof. This town has turned into Condo Haven, and there is no tax base being supported by businesses. It's primarily personal real estate taxes that is supporting local services, meaning that it's the people and not businesses that are bearing the brunt of the expense. Bring some businesses into town, grow Main Street, make it 3 lanes wide with a center lane used for left turns, give out tax breaks to attract businesses here, and then the burden can shift. Til then, homeowners will continue to flock from the area once they sell their Tewksbury home.
- Too much building...all green spaces other than Hospital state owned land
- I am concerned we have taken on too many multi family /apartment style living that will impact our school systems and cause crowding. I do believe we do need more senior / 55+ housing
- Stop cramming in buildings like across from Mahoneys. I was horrified to see this. Pretty soon the town will need to vote to be a city. Way too many apartments and condos etc. being put in. It is not what I signed up for when I decided to make my home in Tewksbury. If I wanted apartments, condos everywhere I would have moved to a city such as Lowell or Boston.
- Would put single family first - too many multifamily developments going in now and not enough affordable single family homes.
- This is a very idealistic vision and I would love to think that it could happen, however, I grew up in this town and I have lived here for a long time and I see how it has changed and not necessarily for the better. It would take a lot for me to see how additional housing for any purpose would do anything but continue to overcrowd the town and put Heavy burden on its existing services/schools.
- Not sure young people can afford to buy in this town
- I agree with this and I'm glad to hear that Tewksbury is making it a place where both older and younger people can live.
- Agree if what is written above is not used euphemistically - there are criminal elements at work in Tewksbury many citizens have an interest in keeping at bay...while the historical homes and neighborhoods should be retained and maintained, upscale newer homes are a better option, provided buyer demand, at raising Tewksbury's status than multifamily apts and 'affordable housing'
- Growth has to be sustainable. We can't plant any more water and growing emergency services is difficult.
- So many new condo complexes/apt buildings and over 55 communities! Who is living in these? Why isn't our financial situation better with all the taxes these residents must be paying? I'm so grateful to live on a cul de sac in a fairly quiet neighborhood, but regret that I need to drive to do any errands, go out to eat, visit the bank, etc. That's the trade off



we made when we purchased our home. And why can't we save more of the older homes (so sad that the converted house on Main Street may be demolished by Toyota).

- There is way too much building for housing going on in town!
- Again- balance, please renovate existing homes.
- I don't believe the town balances the construction of new homes. We are getting better at affordability, but lack affordability for seniors that are on fixed incomes but aren't poor enough to qualify for senior living.
- I don't know much about our town's housing options; all I see is condos everywhere. Enough!
- Too much building lately. Starting to look more like a city than the town we moved to 30 years ago. Considering moving to New Hampshire or perhaps Colorado because of this. Want the country feel again.
- No more apartment complexes are needed.
- I disagree. My husband and I plan to stay in our home after retiring, and plan a few vacations to visit national parks and state parks. We have not taken any vacation since work, children, school involvement, children's orthodontia, taking care of aging parents, Town-wide sports and volunteering in these leagues, have taken up much of our time as well as paying the "debt" for the town sewer project. Our apologies if we don't share the "vision."
- We need to limit the number of multi family structures. They attract transient residents.

## **Business and Shopping**

1. The success of new venues emboldens business owners to consider more diverse opportunities, bringing family activity and entertainment options as well as a wider range of shopping and dining opportunities to the town. The town's support and encouragement for walkability and access promotes new business "neighborhoods" where one can find entertainment, dining and shopping at one parking destination.

Out of 225 responses, 132 people (58.7 percent) agreed with option 1, sixty-five (28.9 percent) had mixed feelings, and twenty-eight (12.4 percent) disagreed.

2. The boost in visitors and local encouragement inspires private property owners to reinvigorate old storefronts and clean up vacant parcels, expanding the commercial tax as a result. Public improvements and increased accessibility promotes new businesses and draws destination stores and restaurants into the area. The Town's enthusiasm for creative solutions to the empty storefronts and vacant lots along Route 38/Main Street encourages these businesses to consider new ideas for revitalizing the area.

Out of 234 responses, 171 people (73.1 percent) agreed with option 2. Forty-four people (18.8 percent) had mixed feelings, and nineteen people (8.1 percent) disagreed with the statement.

- I agree with the ideas of walkability in option 1 and the idea of redeveloping vacant lots and empty storefronts in option 2.
- I agree with both but like option 1, sounds more like a "lynnfield marketstreet or 3rd ave Burlington" location.
- Let's work with what we have now to encourage more businesses to invest in town later. Who wants to set up shop when there are so many empty storefronts that scream "depressed local economy"?

Option 2 is needed before option 1.

- Route 38 is the major business area. Concentrate on making all the properties vital.....but maintain the rural atmosphere of the town by not developing commercial areas in neighborhoods. We will have to drive to our commercial areas in any case, so why not concentrate in the established commercial area where success is most likely, where the traffic is already passing by.

- I like the first option better bc I think it may be difficult, generally, to "inspire" property owners to clean up and improve their property. While designating new business neighborhoods or "villages" might be a more achievable goal
- The perception of run down establishments discourages me from usage of many town businesses. Abandoned properties of absentee landlords drag our town image way down and detract from those who are working hard to make their efforts successful and profitable. New construction looks nice but empty store fronts need to be addressed in a big way.
- The word "emboldens" doesn't seem to fit with our town culture, consider using a more common, simple term like encourages or inspires. Option 2 does have a feel good or inspiring tone to it, seems like it is more about the town & taxes.
- My biggest concern with this is bringing too much traffic to 38 where we already have a huge amount of congestion on weekends and busy times.
- I love the idea of encouraging private land owners to revamp their land. Old abandoned stores and buildings that look like they haven't been updated since the 60's are surely an eyesore (most notably the old golf course and Mac's Dairy Farm- both look very ugly, especially when they're right next to each other).
- Again, I want to see private property and business owners responsible for this development and improvement of existing properties, NOT the town and taxpayer monies being used for this use.
- Please remember, with the ABUNDANCE of new condos currently under construction, these 'visitors' could now be considered 'residents'. Our population will undoubtedly increase; this can certainly be a key part of the conversation while in discussions involving vacant storefronts and lots.
- I really like the idea of the new business neighborhood concept with mixed-use however our current vacant lots and empty storefronts are a real issue. So revitalization of these areas into business neighborhoods would be a nice idea
- Personally I agree with both but again, I wonder whether the community at large truly agrees with the shopping/dining since an improved town center overwhelmingly failed at the ballots.
- Totally agree.
- I believe that a balance between the two approaches is necessary. Not one over the other.
- Option 2 just doesn't seem as realistic. Why haven't the private property owners reinvigorated and cleaned up vacant parcels yet on their own? I think there is a false premise with both "new businesses attract people" and "new people attract businesses". I don't think it's one or the other, but a little bit of both. The success of Assembly Square makes me think that developing a great place for businesses is the better option. Of course, Tewksbury shouldn't get ahead of itself and try to recreate something like Assembly. I think a "suburban Assembly" is a possibility. Get a cool and usable space built for businesses to attract people, and then let the second wave of businesses clean up some of the vacant lots. Also, a beer garden and a craft brewery. Those things are popular nowadays. A public beer garden would be super easy to do. Invite craft brewers from around the state or New England.
- Make it a town law that all vacant lots have to be cleaned up at their expense or receive hefty fines. We have many undesirable looking lots on Route 38
- It is difficult to discuss walkability in the commercial districts due to the linear nature along Route 38. There is not a collection of similar type spaces - except up by Wamesit where there is a small collection of restaurants - and the area, particularly at night is not safely walkable.
- It would be nice to see the many vacant lots along 38 used or simply cleaned up. Maybe some of those spaces can simply have some trees and picnic benches
- There should be a uniform storefront (signage etc.) for new businesses and deadline for existing businesses to be in compliance.
- We need large multi-merchandise stores in a designated zoned area-not little strip malls that grow like mushrooms and then become dead a few months later. Make sure parking meters are never installed in Tewksbury. Cities kill their shopping areas by using them and then wonder why so many of their downtown businesses fail. People want to be able to park freely and close to stores without worrying about paying parking tickets or carrying heavy bundles without the option of loading them in the car.
- Utilize space available first - if successful, then look to build new properties for business.

- Again I think we should be working on/with WHAT WE HAVE. Cleaning up eyesore lots and empty storefronts to make them more enticing and encourage neighboring businesses to take more pride in the cleanup and maintenance of their own properties as well. Fine them if they don't. FILL THE EMPTY COMMERCIAL SPACES rather than BUILD MORE.
- We need a brewery...a locally owned brewery making new england style ipas...which are booming and bringing diversified and classy tourists from near and far.
- Yes we should always use the vacated spaces first before destroying more of our beautiful woods and water ways.
- Solution to week end traffic on 38.
- Before we do any of the above, we HAVE to repair route 38 from Wilmington to Lowell. Maybe then more businesses would come here. Again, high taxes keeps most of us from spending. We must do something about out tax rate in Tewksbury.
- Option 2: I would especially love to see store fronts and vacant lots cleaned up and made more presentable. It's looks so dirty and run-down now; this should be a priority.
- I like the idea of cleaning up vacant parcels and updating old storefronts, but I have no problem with new stores. Rte. 38 needs a massive update if we are going to increase traffic with more and popular destinations. Sometimes it's a 5 minute wait before I can get out of a parking lot/side street into the traffic...
- Option 2 more strongly emphasizes the need to reinvigorate and clean up the Rt 38 area.
- We need to stop building condos and instead encourage filling empty storefronts, make businesses want to come here!
- Again something needs to be done with art 38 & the empty buildings & poorly maintained parcels-the area around the high power wires is a total eyesore & there doesn't seem to be any care for it at all. The sides of the road are a mess.
- Yes yes yes
- Properties along route 38 do need to be updated. The third lane could help encouraged more people to visits new and old businesses
- A new business goes in people try it for a while, then the business closes and leaves. Mexica is okay, a real Mexican Restaurant would have been better. Friendly's should have stayed and they should have obtained better management and kept the place clean. It took a long time for the Indian restaurant to catch on, but they are expensive and if people have never tried Indian food they are not going to pay 15.00 for something they may not like. Rather than bringing in small shops etc., we need to have big business (like when we had Wang). Then you put in the little shops etc. Get the bones first, then the meat.
- The addition of businesses to the town is a welcome idea. However, whether they build new or used existing structures depends on the needs of the individual businesses.
- We need more options for shopping - grocery, department stores, etc. We have plenty of nail salons, pizza joints and drive thru coffee places. Clean up of Rt 38 is a must as it is an eyesore in many areas and attracts too many deviants. Also Motel 6 must go!
- The charm of the old buildings to be reconstructed and made into little spot shopping areas would be great but you are not going to drive the business as if someone had one destination to get all of their shopping and entertainment such as Market Street complex in Lynnfield. Something like that over closer to 93 or 495 would make it more of a destination. People do not want to battle Route 38 to get to one shop at a time
- Nice thought if it could ever happen.
- Tewksbury seems to be centered around Route 38. Revitalizing this stretch of road with sidewalks, restaurants, shops, and new commercial opportunities is the promise for the town. Outer neighborhoods have a distinct residential feel.
- Again, I agree mostly. I would love to see the town go in a direction away from bringing in more chain fast food restaurants. Rather, small business owners who run boutiques, small coffee shops, books stores, small restaurants and such. Walkability and general public space would again be key to keeping the small business in good standing so people could come and enjoy a day of activities.

- The empty store fronts on 38 are embarrassing.
- Route 38 definitely needs to be cleaned up! However, I think businesses would see more activity in clusters. Could you incorporate revitalizing old spaces into option 1?
- Unsure if Town Center is ideal location for business neighborhood concept as area is already densely developed with private homes, banks, church and fire station. I think Town Center should be open space and beautiful with sidewalk access but unsure if businesses are feasible
- A true 'town center' would be a lovely addition to Tewksbury. I'm not certain that option 2 identifies with this thought process.
- The "new" businesses that come in are just more of the same. We have too many pizza/sub places and nail salons! They just have too much competition between themselves and as a result, they don't make as much money as they could if they had a business that would appeal to residents and be something different where they would be the only one.

There has been some improvement, but not nearly enough. Every time I drive down Route 38, I look at businesses that have been around for a long time and wish that they would make upgrades to their property. For example, Mac's Dairy Farm needs a new sign and painting. Mavericks needs a new sign, Dandi Lyons could use some sprucing up. The empty lot next to Mavericks is always overgrown. The old mini golf space is a total mess...

I live in a residential neighborhood where a small convenience store is located. Our neighborhood always has trash. The business owner should be responsible for going out and cleaning up. I have been part of the Town Clean-Up and also go down the street with a trash bag to pick up cans, bottles, scratch tickets, etc. Businesses should be responsible for upkeep.

- Bringing in more desirable store chains that'll benefit not just our community but draw members of neighboring communities into our town i.e. Trader Joe's the closest location is in Burlington almost by the Lexington line
- I would focus on Rt 38 before even considering moving business into residential neighborhoods. The rejected East Street project across from the town cemetery is a great example of something which was rightfully denied by town meeting, this was an inappropriate location for these "business neighborhoods". Keep it on Rt 38.
- I would love to see the empty spaces repurposed but think that a thriving town center with higher end shops and dining options would breathe new life into the town.
- I prefer the walkability options, but the abandoned buildings on Route 38 have to go away as well. I'd encourage private property owners to either "reinvigorate" them or tear them down. By "reinvigorating", I of course mean building an open air beer garden.
- I would like to hear what the creative solutions to the vacant storefronts are!
- strongly agree
- I certainly agree with the concept of having private business owners clean up and revitalize existing buildings and vacant lots throughout the town but most obviously all along the business corridor of Rt 38. There are so many empty stores and unused business units available.  
We don't need a whole new town.  
We need to make much better use of the nice town we already have.
- What am I missing here? "The Town's enthusiasm for creative solutions...." Really? Where? More Main Street businesses leave than come in. (See Home Goods, IRA Nissan, etc.) Who stays? Old businesses that do absolutely nothing to upgrade their premises (see Deli King, Hobart's, etc.) This Town is stuck in Honky Tonk days.
- We do have too many empty storefronts and it is discouraging that we allow new ones to be built when current building owners should be taxed higher for not up keeping and attracting businesses. Stop letting them get away with no tax on an Empty storefront I do consider the newer storefront much more appealing but what a waste of already existing real estate
- Strongly agree and support actions town takes to fill these empty lots and 'encourage' business owners to keep up their properties and storefronts.

- Ties more directly to the current problem in town
- I agree with most of these statements in that one successful new business encourages others to want to do the same thing. The success of the wamesit lanes for instance. There are several run down and empty parcels a vacant land on 38 that could be used for these purposes. We have one main street though and that is already heavily traveled that has to be taken into consideration. Also most of Main Street does not have an existing sidewalk and even if sidewalks were to be extended up both sides of Route 38 its entire length, it might encourage more walking traffic but would it be enough to offset the cost? The two most recent business complexes that were built on route 38 are very attractive, however, they've been completed for quite some time and only one of them appears to have a tenant, Tewksbury Dental Associates. While these new buildings look nice if they can't be rented how will that affect the building overtime?
- I think option 2 is more feasible - unsure how option 1 would be realized without many businesses having to uproot and relocate; as stated above Tewksbury does not have a 'village center', and while I think this is a nice feature for a town, I wonder how desirable it would be to construct one out of nothing amid already-operating businesses. It may be better to fix what we have than try to reinvent the geography of the town, an option which, if it fails or even delays, can be disastrous to local businesses and residents
- #1 - "Walkability" is blue-sky. The sidewalk committee of years back was less than wildly successful. I endorse it, but I don't see true town support for it.  
#2 - These two "options" are not mutually exclusive. Without #2, #1 is lipstick on a pig.
- Please, please, please do something to improve Main Street! And please find a way to encourage some new business options. No more nail salons, pizza shops, dollar stores, or fast food venues are needed. Marshall's and Dress Barn are the only two places in town to buy decent clothing. Need a nice birthday or wedding gift....go to Nashua or Salem, NH or Burlington, MA.
- Why can't property owners lead the re-vitalization beginning with some of the ugly & deserted strip malls?
- The approach to Tewksbury center from route 495 needs help. The planting of some conifers would make a huge difference in the visual aspect, for starters. Add sidewalks.
- Filling vacant properties is difficult due to online shopping. The traffic on Rte. 38 makes it difficult to travel to stores that are in the middle of the community.
- Doing something about the empty stores and lots along Route 38 should definitely be a priority for the town!
- I'm not sure that boosting visitors and encouragement will inspire anything from private property owners. Money will inspire change.

### **Getting Around Tewksbury**

1. Developing a walkable community with a strong network of sidewalks, paths, boardwalks, and trails unites Tewksbury's residents and encourages a safe and healthy alternative for getting around town. The town's initiatives to develop connections between its existing open spaces, recreational areas, shops and restaurants not only provide new options for residents but also draws visitors to enjoy the recreational and shopping opportunities Tewksbury has to offer.

Out of 230 responses, 182 people (79.1 percent) agreed with option 1. Thirty people (13 percent) had mixed feelings, and eighteen people (7.8 percent) disagreed.

2. Tewksbury reenergizes its roadways with new signage, traffic calming measures, and revised designs for safety improvements on its roadways. These accessibility and transportation enhancements inspire residents to move around more freely in the community.

Out of 228 responses, 123 people (53.9 percent) agreed with option 2. Seventy-four people (32.5 percent) had mixed feelings, and thirty-one people (13.6 percent) disagreed.

- Both options capture how I feel. Walkability and road safety go hand-in-hand, and are pretty much the same concept, demonstrated in two different ways. I would expand the idea of "revised designs" to capture the idea of complete streets and allowing for multimodal transportation (better bus stops and great bike infrastructure), alongside a complete pedestrian network, so that the safety and accessibility of all road users, not just car drivers, are accommodated.
- Agree with both but think option 2 might be needed with the amount of traffic on 38 during rush hour times of day.
- Because of its proximity to 495, the road network on the Western side of town is used as one large cut through. These roadways need to be reevaluated in their existing state before we start directing more people to them. I'm on Rogers and it's awful. We need lights and lower speed limits before we need more cars cutting down my street.

I'd love to walk to meadowlands but Whipple is a nightmare. Sidewalks are only a start. Decreased speeds and increased safety need attention.

- To put in sidewalks all around town would rival the cost of the sewer project. Concentrate on improving existing parks, creating walkways in natural settings that are safe and welcoming, continue to improve existing recreational facilities and then work to make our streets safer with revised designs.
- sidewalks, sidewalks, sidewalks!
- we need bikeways to reduce vehicular traffic
- The inability to widen Route 38 inhibits, in my mind, any attempts to improve our accessibility around town.
- Option 1 is better, things like signage & traffic calming seem more like addressing negative conditions v. focusing on positives of the new.
- Trails and sidewalks, baby!
- I think if we make Tewksbury more "walkable" we may see the traffic ease up. But we really need both options.
- Both are great ideas. Having big stores in town is less of a hassle than having to drive a couple hours to the "nearest" big name store or mall. Improving our motorways will help with congestion and not being nearly hit every day.
- Getting around town has become increasingly more challenging throughout the years if you chose to travel Route 38. Fortunately Tewksbury has good alternative routes to Main Street for people to be able to get around town without having to travel in Main Street exclusively.
- Fully agree with the development of green spaces and the workability of the roads and trails to support that.
- Option 2 will provide more residents with access to improvements, still like the rail trails too
- Major roadway in town is a state route... Will there be much the town can do to improve it?
- the raising of the speed limits on shawsheen St should be looked at.. You cant pull out of your driveway with cars and trucks doing 35 to 40 mph. It is a racetrack..
- Option 2 sounds appealing. I live close to the DPW and the intersection of Pine and Whipple is very dangerous. There are lots of accidents there and many more close calls. Most intersections along Whipple are just really bad and dangerous. I would love to see rotaries throughout town. However, I would rather see sidewalks throughout town. Running and walking my dog is always a danger. I try to get to the calmer side roads as soon as possible because the main roads are just so dangerous. Even the sidewalks that do exist are in poor condition.
- too much fast traffic, and car-only options are our current drawbacks, and traffic congestion
- Sidewalks sidewalks sidewalks!
- Walkability is tough - there are no real destinations. The open space is great, but you can walk within those areas. There was a sidewalk plan, that due to lack of funding, never was constructed. Tewksbury does not do signage well. The amount of signage on Livingston Street is obnoxious and no one obeys it. This was true to Joan's Farm no parking as well - luckily much of that was removed - although likely due to infringement on the ADA accessibility of the new sidewalk.
- The town needs sidewalks, plain and simple.
- Many streets in town need repaving so I believe this is important. Also, I try to bike to work every once in a while and it is a little difficult along 38 and Livingston street so I very much support the language of option 1



- Drivers speed many miles over the limits posted, park in designated handicapped spaces without special plates or placards and not enough enforcement is practiced. We need more dedicated traffic controlling personnel on our police force. South Street is posted at 25 MPH but I've seen some speeding at least 50MPH. At the intersection of South and Bridge Streets, few drivers bother to use signals and many blow past the stop sign on South St. There aren't any sidewalks in town on many streets and it's dangerous for anyone to walk. The police should enforce the speed limits, and I mean get the ones who flagrantly go 10 to 50 MPH over the posted limit, not the working stiff trying to get to work and slips up a few miles over it.
- A new exit in 93 would be wonderful
- I encourage the idea of more walking trails, etc. But may not be feasible to walk from one end of town to the other with ease. What about a trolley/bus? One that would stop at area attractions/shopping and dining areas? This would also decrease traffic on main roads.
- "Traffic calming measures" sound like a euphemism for things that will actually cause more traffic (e.g. speed bumps, more traffic lights, etc.) MA-38 faces significant traffic daily. It's not really clear to me how traffic can be calmed short of removing traffic lights, raising speed limits, or having fewer cars, none of which are really viable.
- We already have enough traffic with more on the way considering the over-development. I would rather put effort into walkability.
- The roads have to be addressed fast. More two lane continuous movement on 38. Lights at our most dangerous intersections.
- Sounds great how about traffic light at North and East and left arrow at Chandler and Main.
- Option 2: Does this imply we would have more than one lane on Main Street? We need this! It's a traffic nightmare now!
- The roads are not equipped for the population growth in this town. Much traffic and many UNSAFE intersections
- Both of these are important. The roads around town are getting so difficult to drive because traffic has increased so much over the last 10 years. I'm afraid of what it will be like in 10 more. But it is very dangerous to walk or ride bikes on our roads as well. This allows for very few options in getting around, so we drive, which makes the traffic worse...
- Sounds good. Do we have to wait 20 years?
- Best idea in this whole survey. We are in dire need of crosswalks and to somehow alleviate the traffic on 38.(which might not ever happen, as we continue to grow as a town).
- Third lane for traffic
- Walking paths/trails can be great, but they can also be dangerous. Someone needs to look at whose responsibility it is if someone either is hurt or worse, attacked. Is the town ultimately responsible for the safety of the trails or are they a user at own risk (which makes it scary). Also is the town going to take care of the trails i.e. fallen limbs, etc?
- Both walkability and safer roads should boost the Town's desirability.
- I don't particularly want to see signs all over town
- Bike and walking trails would be a great asset.
- I think you need a combination of both of those options definitely fix the traffic definitely make it a nice Community to walk around and options for a new business that are family/community friendly. Keep it classy keep it nice
- Not happening at this time.....Who will change it?
- More sidewalks and slower roads (especially around Route 38) will provide safer, accessible options for pedestrians and residents downtown.
- The town NEEDS sidewalks. With so many cul-de-sac and horseshoe style street and small neighborhoods, people feel trapped on their street because of the inability to walk anywhere safely. MOST residents have to drive if they want to run to a convenient store, icecream shop or park. Accessibility is dependent upon having sidewalks, especially on major roads such as East Street, Shawsheen Street, South Street, and so on... Getting Around Tewksbury should be more pedestrian driven in my opinion.
- Being able to get out in a walkable, safe environment is vital!

- Is it possible to include both? Walkability and roadways appeal to different populations and both impact the use and look of town.
- I don't believe option 2 would positively affect the community.
- We surely will need help navigating our roads once the new "luxury" apartments are filled with many new families. Our roads and school system will surely be taxed.
- I come from a city where I could safely walk everywhere, moving here I have to walk along property lines if I do choose to take a walk on my street (Foster rd)
- Sidewalks are great, but in a practical sense they are just too expensive given the miles of roads here in town. I am however 100% in favor of projects like the rail trail, I think targeted projects like it could provide similar amenities at a much lower cost.
- We are in desperate need of sidewalks and spaces where families can get outside and be active safely.
- I prefer walkability but also I 33 is a disaster. We really need to repave long before it gets into the state it's in because so many people use it to get to 495/93. Maybe they would considering buying house in Tewksbury if the road wasn't so bumpy.
- More traffic lights creates more traffic back ups. Need to see what is proposed.
- I like the idea of more sidewalks and paths. And I would really like to see a RR bed bike path through town which has been rumored lately.  
But as I've mentioned already, this town has a serious traffic problem that is only going to get worse. We need some serious improvements to traffic management, road configuration, lighting and signage.
- When is the last time Main Street was paved, that did NOT result from sewer or power line repairs/upgrades? I've been in Town 25 years, and Main Street itself sucks. Poor, out of synch lights, poor road conditions, high speed limits, all add up to ridiculousness.
- It would be nice to have a downtown area with restaurants and shops that kids could ride bikes or walk to. However I do not want to see official trails put up around the state grounds/hospital/Livingston. These should be kept as walking trails not bike trails. If u want a bike trail put it along Livingston not in the fields or wooded areas.
- Prefer the emphasis on paths and walkways over roads.
- The recent increase in the speed limit to 40 mph on Andover St from Trull Rd to the Tewksbury/Lowell line is a current concern for safety
- I would be more likely to agree with option 1 on getting around. The Financial cost and the traffic nightmare to the residents of town throughout a major main road renovation would be extreme .
- Not sure how you can calm traffic if new building continues and traffic doubled every few years
- Roads need to be paved first
- Option 1: having experienced this in a previous residence, I am all for safe sidewalks on 38, but expanding mandatory sidewalks to all or even most residential side streets will be fought by the residents, especially if it encroaches on their property and/or becomes their legal responsibility for maintenance, etc. Unnecessary.  
Option 2: Unsure what most of this means ("calming measures"? like zen music?)....so I am inclined to not support - if the plan was 1) well thought out and 2) desirable, plain english can used to describe it without the NewSpeak.
- Particularly River Rd and I 33! I will be moving out of Tewksbury due to this dangerous intersection.
- These two goals need to be entwined. You can't have a walkable town without making sure that traffic is somewhat under control.
- What does "traffic calming measures" mean? After 30+ years of living here, all I know is route 38 is best avoided at all times.
- The developers should be responsible for paying the town to develop the space. Through careful negotiations, let the developers pay for improvements. Tewksbury should be using the "open for business" model approach. Not the "Community Tax Payer Fund" model approach. The State website has the small business loans for small businesses and Tewksbury has to attract the big corporations using the industrial sites first before making improvements to the town. This isn't Belmont. You all have the wrong approach, albeit good intentions. Municipal resources should not be

used. Market Basket, one of the major employers should be making some improvements instead of their profit-sharing model approach. Tewksbury needs bigger business, such as corporations, that would expand the industrial sites.

- Tewksbury is a very easy town to get around by car. We need more walkable options.

## **Municipal Resources**

1. As Tewksbury grows and changes, residents eagerly work to preserve the character of the community while also planning for the needs of its future. Alongside strong support for the preservation of much beloved institutions such as the well-loved Library, residents also advocate for new improvements, such as a new recreation center, to build and expand opportunities for the community of the future.

Out of 229 responses, 122 people (53.3 percent) agreed with option 1. Seventy-three people (31.9 percent) had mixed feelings, and thirty-four people (14.8 percent) disagreed.

2. Tewksbury's many town-sponsored activities and programs, from its Fall Festival to the Fourth of July parade, contribute to the town's unique character and build up connections within the community.

Out of 230 responses, 169 people (73.5 percent) agreed with option 2. Thirty-nine people (17 percent) had mixed feelings, and twenty-two people (9.6 percent) disagreed.

- I agree with both, but I like the first option better. I like how it speaks to the idea of looking toward the future, and what improvements and modifications should be made in order to meet the needs of residents today and those yet to come. Complacency is not something we can afford to do.
- Agree with both but option 1, improving what we have, especially the rec dept is very much a necessity.
- Again, work with preserving what we have before diversifying. Fix the town's weaknesses to increase business investment. Business want to be where people want to live.
- Tewksbury already has a recreation center that is not manned. Also Tewksbury already does a fine job of holding town-sponsored activities. The Livingston Street recreational facilities that the town already has are wonderful.....but lack management. As I understand it, the town relies on volunteer help which is terrific, but, if we want more, then why not manage these properties with full time staff. There would be plenty of room for festivals, etc. If the current properties were managed, maybe more uses could be found, the buildings on the property could be better kept up and the desired uses could be found in something we already own.
- I think town celebrations are important to create traditions in our town
- town central calendar needed
- I like both and think they serve 2 different purposes / messages well. I would just remove the specific examples listed in #1 as it seems too narrowly focused and think removing them doesn't interfere with the intent of the message.
- Both items for municipal resources seem to rely not on the municipality but on volunteerism and residents to get it done. That's not really 'municipal resources.'
- We have a great amount of resources within the community that are such a vital part of our fabric--it is a great place to be a part of.
- I haven't seen Optiion 1 in action very much or often.
- Better develop our EXISTING resources, parks, green spaces, trails, etc to create the community ambiance that we are seeking. There are opportunities to utilize what we have. Case in point 1 - the canoe and kayak launch. Case in point 2 - Mr. Montouri is now improving Muster Park and he has already begun to improve the common. ENHANCE what we already have.

Certainly there are numerous other opportunities. More can be done without the huge overahaul which unfortunately didn't pass at vote.

Develop a spot or two along the existing rail trail for a sitting area or small park. Improve Long Pond and Ames Pond.

Further develop, for example, a patch of overgrown and overlooked green space. Any of these new or existing spaces can become a small park, a butterfly garden, a Certified Wildlife Habitat, a bird watching station, a fishing destination, etc. Think of it as this - these existing spaces are a 5 out of 10. Let's make them a 10 out of 10!

- Not interested in new rec. center
- Most towns have community events; they are not unique to Tewksbury
- I believe both option 1 and option 2 to be equally important
- Municipal Resources Option 2 : Too narrow a focus, and there aren't all that many events such as the examples show. Many other, more frequent, events happen at other public and private venues in the community.
- The Town has lost its community feeling a long time ago
- I love the library, but I don't see a recreation center getting much use. I think outdoor activities are a much better option. Again, a beer garden with craft brewers would be awesome. Also, let's design a town flag. I think if we follow the principles of good flag design (<https://portlandflag.org/good-flag-bad-flag/>) we can create a really awesome flag for Tewksbury.
- yes, community activities are great for residents and visitors
- We need housing for Tewksbury Residents not residents from The cities like Revere. Tewksbury residents have been left behind!
- Although I like option one - Tewksbury is cheap. They do not see the bigger picture in investing in the community to increase values. They will hopefully fund the schools which we are in desperate need of replacement.
- For option 1, I don't think the statement should reflect an agenda of building a specific project like a recreation center with no further elaboration. For option 2, I don't think it really aspires to what would be done moving forward.
- Keep the traditions going....once those are lost so is the community.
- We dont need fireworks.
- Option 1: A new rec center would help make the town more desirable and give more opportunities for kids and families to enjoy the town.
- I think the town activities - 4th of July fireworks, Memorial Day parade, the now-defunct baseball parade, etc. are very important parts of this town's identity. The buildings, other than being gathering places for community activities, are secondary.
- like these ideas, but we need to watch the cost.
- The recreation center years ago was nothing but a place for kids to go and hang out, fight, drink, etc. Wynn is just through the trees. I think the Rec Center should be kept for the schools only. Outside the building to be used by everyone in town but after the after school/summer programs are finished. The idea of a Fourth of July parade would be great, but for years the town has held Fourth of July activities down at Livingston and hardly anyone attends. Parents bring their kids in the morning for the races, Little Miss/Mr. Tewksbury, Bike decorating contests, they win a medal and leave. There are very few people left after the races, etc. are over. I think you should completely do away with the morning and afternoon activities and just focus on early evening/fireworks.
- Both options are right on. I agree more with the first because in tewksbury we do care about preservation. Traditions like the parade also are important.
- I don't feel connected to these events.
- The farm area at Livingston Street looks great the way it is that is my favorite part of Tewksbury to preserve around Long Pond ...we should Preserve natural areas but I definitely think we should have a recreation area as well perhaps expand Livingston. Ginsburg needs to slow down on developing all of the natural areas in our town. Flying around Miss helicopter to scout out any Financial option of natural land for himself does not help Tewksbury it helps Ginsburg
- None
- Both options are vital to improving the town.
- That would be great if it is affordable for family's.

- Again, both options should be considered!
- Planning for the future and keeping town traditions are both possible and should both be considered.
- Unfortunately, not as many residents participate as should. Hopefully, that will change.
- What about school don't they contribute to the character of the town? Many of the elementary schools are extremely old
- The problem with #2 in particular is that attendance at these events continues to decline, folks are more affluent today and tend to leave town during the holidays. 40 years ago there was a tremendous labor day festival at Oakdale Mall, live bands, dunk tank with local politicians and so on. The place was packed for the entire weekend and it was a great fundraiser as well, unfortunately even then attendance declined forcing events like this to end. The 4th of July celebration at Livingston is a shell of what it was in the 1970s, necessitated by declining attendance. JUST LOOK AT THE SCHOOL ENROLLMENT NUMBERS, there are nowhere near the number of kids in town compared to 30-40 years ago. I believe there to be a direct correlation between the number of children in town and the success of these events. Sad to say, as school enrollment numbers declined, so did the popularity of these activities.
- If a new recreation center is built but not properly supervised for children and teens, it's not worth it. It will just be ruined if inappropriate behavior continues and young punks are allowed to bully active kids out of the area! Tons of smoking and disgusting language takes place and I would never allow my kids to hang down there. The behaviors that takes place in the wooded areas of the rec center are despicable!
- I'd love to see more community activity and believe it contributes to the character and unity of a town.
- The Library is nice, but a rec center would be awesome. Tewksbury High has no swim team, and a rec center could allow that to happen. Plus, if you have some open field around the rec center we could use that for festivals.
- Of course there will be a need for more municipal resources as the town comes busting out at the seams with more people per square mile if condominiums continue to bloom!!! Will this lower tax rates????
- I feel there are many more activities we could plan.
- I don't feel we need a new recreation center or other expensive new facilities right now. I think that focused activities that all residents can take part in do more to foster community connections and town spirit than would be realized by constructing more buildings.
- With information on your cellphone mere seconds away, I really don't see the need for a Town library. I believe that we should unite with other towns and have a regional library, maybe located at Shawsheen Tech.
- A community swimming pool similar to the Boys and Girls Club of Billerica would be great.
- First statement is what I would like to believe; however, lately voters have not supported these efforts.
- I agree with both of these options. It is very important to reserve the character of our community and its history. We do have an excellent library, we have a huge senior center, we have nice town offices and some great recreational facilities, however, there is always room for improvement. It's not that we necessarily need new buildings but perhaps there is a way that we could enhance what is already there. Four instance the rec center at the town recreational center does need to be done over. Perhaps the addition of a splash pad to the park and bike and walking trails. As a resident I also love the addition of some of the new events the town is having. The farmers market is great, and is something else could that could be expanded. The festivals the concerts they're all wonderful community events.
- Generally agree - but re: new rec center, what is wrong with updating the complex(es) on Livingston? there is a huge infrastructure already there.
- We need a hockey rink like a fish needs a bicycle
- Fourth of July Parade? Do we have one?
- Tewksbury has wonderful programs.
- towns activities are poor and embarrassing compared to other towns
- Municipal resources should not be a contributing resource. This should be sponsored through the various fundraising organizations. Tax payers do not want to fund this especially if they have to pay municipal pensions in addition to their own retirements. Also income tax is already to state programs and state employees. Municipal resources are not needed. It would become a "work to fund other peoples retirement" approach.

I understand all of these young adults are graduating from higher education institutes and searching for employment opportunities; however, I disagree that the town tax payers should have to fund this through their property taxes.

### **Protect and Enjoy our Natural and Open Space Resources**

1. The State Hospital Land, Livingston Street and Frasca Playing Fields, Long and Ames Pond – all are well loved by Tewksbury residents, who are eager to explore new ways to actively support, enjoy, and publicize these resources. Inspired by this community sentiment, the town creates new strategies including additional trails, boat rentals, and signage.

Out of 230 responses, 176 people (76.5 percent) agreed with option 1. Forty people (17.4 percent) had mixed feelings, and fourteen people (6.1 percent) disagreed.

2. Tewksbury's growing walkability embraces its natural resources, incorporating its pathways and walking trails into the network. As the town increases the visibility and access of these sites, it is inspired to explore new ideas for their preservation, including partnering with local nonprofits, and purchasing other significant open sites before they are lost.

Out of 228 responses, 183 people (80.3 percent) agreed with option 2. Thirty-one people (13.6 percent) had mixed feelings, and fourteen people (6.1 percent) disagreed.

- then stop letting developers over develop in this town; water is way too expensive and people cannot afford to live here. They are making millions let them fund the overcostly water, etc. as a trade off for all the building we've allowed. I don't want any walking paths in my neighborhood Euclid, John, Nightingale. We deal with kids every weekend in the warmer months and it will only attract drugs, etc. We need quality retail and not dollar stores that attract riff raff. I for one am done and my family goes back generations in this town and it is a shame.
- I agree with the sentiments expressed by both options. Publicizing and supporting the natural resources we already have now is incredibly important, but it is also important to connect these resources to the pedestrian network and work toward preserving more space alongside nonprofit and other community organizations.
- Agree with both, option 1 with expanding what we have and making it more "user friendly " would be nice.
- Sidewalks and bike lanes will help residents get to our natural resources without the need of a car. It almost seems counterproductive to have people drive to a natural resource. Fewer cars mean fewer parking lots which mean more natural open space!
- Yes, protect those natural areas that we have.....and add to them as we can before we lose the rural, natural aspects of the town. But, why does protection grow into boat rentals, etc., commercializing natural areas. Let's develop less intrusive means to enjoy nature such as boardwalks where the walking is difficult, and picnic areas or animal viewing stands.....but not commercial endeavors such as large parking lots, rentals, food stands. Model after Audubon and Trustees of Reservations, not an amusement park.
- Like them both! Can't really chose one over the other - both are important aspects of our preserving our open spaces
- Open Space Preservation is a now or never concept. We can't afford to put it off.
- Great work. Hope all this actually comes to fruition.
- Again, I think giving the specific examples in option 1 seems too limited. Generic works better for vision statements.
- I like both.
- It would be great to keep the open spaces and yet make them more user-friendly to the town residents, and also inform people of new things that are open for public use.
- Try to make improvements without oncreasing our taxes!



- Good idea, just make sure it doesn't take more than a year to make one small section of a sidewalk because it's "not important".
- No new development even if associated with trails/green space. Keep it serene please.
- Enhancing the use ability of our current assets will need to be planned carefully so that these resources don't become overused
- I would love more open space, such as a trail that leads to a beer garden. (Seriously, Tewksbury should look into a beer garden for the summer.) I'm not so sure about boat rentals, but additional trails and signage would be great. A series of trails and sidewalks going around Long Pond would be amazing.
- while keeping an open mind
- all the above are costly and have to be carefully weighed against the towns and schools needs
- Keep natural resources clean and accessible
- What open spaces? The town has bowed to every builder to destroy the open spaces that we HAD. East street looks like the city of Lowell, as does Main Street. Marshall and Main looks terrible. Do we really need more strip malls? My answer is NO! Building in town has taken away all the green spaces that we once had. Next we will be asked to raise taxes so that we can get more water, more sewer treatment plants, and of course new schools. This all when the builders are laughing their way to the banks. If the goal was to create a city with no open spaces and buildings one on top of each other, then you have succeeded. If you truly want green spaces, then the planning board all need to be fired and replaced with people that are not loyal to the builders. As for sidewalks, they are great, but why don't we plow them in the winter or trim the brush from them in the summer? I say no more sidewalks until the town knows how to maintain what they already have! As a lifelong resident of Tewksbury it is truly sad to see what our nice little town has grown up to be!
- The town should look into working with its youth sports organizations to promote competitive tournament play which draws people and money from other cities, towns and states to Tewksbury.
- Don't let developers take over every available piece of land and clutter the town with more townhomes or condos or little strip malls.
- Stop allowing builders to purchase their way out of providing proper sidewalks in their developments. Parents have to drive their kids to bus stops because it's not safe to walk. Neighbors don't get to know each other because it's not safe to just take leisurely walks in their own neighborhoods. Neither case fosters a warm, helping, caring attitude and feeling of community.
- We need to open the Long Pond area and develop the pond into a usable and viable recreation facility with canoes, kayaks and small boats without motors. Great potential there and something we all need to explore.
- Community garden plots would be fantastic.
- STRONGLY AGREE with both of those options. Tewksbury should be proactively pursuing acquiring additional open space for passive recreation as the State owned hospital land is not a future guarantee. I think the Town Manager should approach Mr. Ginsburg to acquire the parcels on Ames Pond and turn it into a park like area (like the old Benson's Animal Park in Hudson, NH) for all residents young and old to enjoy. It is a GOLDEN OPPORTUNITY to preserve this natural area surrounding the pond and create a sanctuary and 'crown jewel' for the Town. What we DON'T need is more multifamily residential there. I would LOVE to see that particular idea explored via grant, DONATION or help from CPA funding in my lifetime!
- We should be able to find sponsors for this and make it happen free and fast
- We also need to clean up Round Pond!
- Option 1: Bike trails with ample signage would be fantastic, along with other resources to help us enjoy the land around us.
- Both of these are valid and important statements.
- We need sidewalks and walking trails before we even consider a new recreation center!
- I agree we should protect our natural resources, but I am wary of letting others besides the town as a whole be in control of what should be done with it.

- Love the idea of more outdoor space off route 38. We NEED to preserve our outdoor space. Less Condos Thank you for making the concerns of this community interactive.
- Again, safety issue. If it were town owned would the town be responsible if someone drowns in the pond? Casino would have been better.
- I think it is important to protect town resources and keep them available for town residents. If allowing visitors use of these resources, care must be taken that the resources are protected and town residents have first priority to use them.
- Make sure public safety is a priority in these new spaces. Frightening how much drug activity is in town.
- Once you build up too much you ruin the natural beauty. Quaint attractive and unscathed is preferable. I agree with non profits coming in and keeping things clean and kept up preserving the natural beauty. As soon as you start building it up and bringing too many people around things tend to get ruined, littered and it starts to affect wildlife
- Taxes will be out of reach to live here. Almost are already.
- The planning board has NEVER kept these places in mind
- The Tewksbury hospital land must be preserved for years to come to ensure that our residents can enjoy one of the last remaining open parcels in Tewksbury. A is in andover is a good example of how to preserve woodlands and create paths and activities for recreation.
- The recent construction of multi-story multi-family units significantly detracts from the small town appeal that Tewksbury was known for having. They contribute to the overly congested traffic on Route 38, and the traffic on secondary roads used to bypass Route 38. Any additional revenue gained from real estate taxes is spent on town bureaucracy...
- We should clean up and make use of existing sites before purchasing more and adding more upkeep to the work load. Small donations could be collected for use of existing sites and money put aside for upkeep.
- Build decent sidewalks if you want it to be a "walk-able" town. I walk every day and the drivers have absolutely no regard for anyone who walks!!!!
- #2 is especially critical
- Both options are equally amenable to me. This directly correlates to my previous statement of being able to plan for the future (option 1) while keeping town tradition (option 2).
- The town needs to curb more building in town.
- The Rail Trail should be an immediate priority... great opportunity for this community as it has been for others like Chelmsford, Westford, and Lowell.
- Condo complexes seem to be popping up everywhere. One of the things that drew me to move here was the various open spaces. I'd hate to see all of this lost to overpopulation of a town that is already lacking in infrastructure.
- I like both options, they both seem pretty similar. It would be great if Ames pond had a beach the kids could swim at. Similar to how Andover/Wilmington do it, charge \$20 each for non residents.
- As far as I see Tewksbury is NOT protecting open space, it is taking it all and giving it to the builders who own the town!!!!
- I love Tewksbury, I'm not a townie but moved here 18 years ago. Downtown is a disgrace and has needed a face lift for generations/decades. This is not new news. Between a failed infrastructure on main street and vacant store fronts and deserted plazas. We continue build condos on main street adding to traffic congestion. Our taxes are extremely high need to go towards improvements we can see and be proud of. Thank you.
- I agree with both of these options as they share many good ideas to use and preserve the town's natural resources as well as existing parks and recreational facilities.
- Funny, but the prevailing sign in Town is "State Property - Stay Off". Wow. State property. Really? And I thought I was a State taxpayer. Good luck with that one.
- Please see my comment and concern above. Do not ruin anymore of our open space. That apartment complex being built in the old Sullivan property next to the farm stand is a disgrace ( oh he is turning in his grave right now). Do not destroy anymore open land over there. That was a part of us wanting to move into Tewksbury. Do not put any bike paths through that state property that has fields and wooded areas. The current walking paths are all that is needed

except for perhaps garbage can and bags for dog waste. Please stop overbuilding MFD. yes please purchase any land to help preserve the open space we have

- Improved Wheel chair accessibility
- As a person who did due diligence and decided to purchase our home on Ames Pond I do not want boat rentals, etc...on the pond. It is a beautiful, peaceful spot and we love to see kyakers, row boats and canoes but I can only imagine if everyone can come and rent boats and use the pond. The privacy and beauty that we purchased will be gone and I'll have boaters outside constantly.
- people want to drive, any thoughts about having a viable retail establishment or restaurant requires parking
- Like both statements and hope they come true!
- I'm completely onboard for anything that preserves or in Enhances accessibility to natural open spaces in town.
- Need to work with the state to support keeping state owned land in Tewksbury open and free from builders and condos
- option 1: using and supporting the livingston st complexes is a good idea, but must be developed intelligently...often the road is difficult to navigate already and will under this plan get more congested.  
option 2: connecting nature paths et al into the standard network of public walkways could reduce the special nature of those paths, being largely a result of their seclusion and undeveloped nature.
- No difference between #1 and #2.
- Again, these two goals would be better combined. Walkability will lead to an appreciation of open land, which will then result in buy-in and increased citizen engagement.
- This is a wonderful idea.
- Stop allowing the building of commercial office space "luxury"apartments. Protect our open space, keep it open!
- This was very confusing. Under each heading there were options. Did this mean people should choose one or the other? In at least one case, Option 1 and Option 2 conflicted, but sounded complimentary. For example, if someone liked aspects of both option 1 and option 2, they may agree with both, but given the task of prioritizing one, they would agree with one, but disagree with the other. I think you should re-do this so that people can choose between the options and not think they can choose both options. That aside, I want to commend you on the great job you did pumping this survey out over and over.
- I disagree. This isn't Belmont. Tax payers don't want to fund the bill.
- Option 2 might have potential, but as it's stated it doesn't seem very focused.

## D. Summary of CoUrbanize Online Comments

# TEWKSBURY COURBANIZE COMMENTS RECEIVED THROUGH SEPTEMBER 15, 2017

### General Overview

Tewksbury's CoUrbanize site went live early in March and has received 544 comments as of July 18, 2017. Beginning in May, CoUrbanize signs were installed throughout town which allowed for texted comments in addition to the online ones. Comments on the site cover a similar range of ideas to those received at the public meetings, but the comments tend to have more specific information on locations where potential changes and improvements are recommended. Fifty-two percent of the comments received expressed positive sentiments about the community and its resources, twenty-two percent were neutral, and twenty-six percent expressed concerns and suggestions for needed changes. These comments are summarized below according to their general category (open space, recreation, transportation, etc.) with the addition of an "Other" category at the end for comments that did not fall easily into any one area.

### Summary of Main Points

Comments on the website often echo the ones received at the public meetings. Responders are eager to expand the commercial base with destination businesses that draw more people into the community, as well as to find solutions to improve vacant and abandoned sites, particularly those on Rt. 38. In the process, they also want these businesses to be more diverse and the commercial sites and structures more "upscale." Responders are interested in more community activities and cultural events, and are supportive of increasing the number and type of available entertainment options within the community. Existing recreation and open space opportunities, both Town and State owned, are treasured and the comments in these categories are most often on how to increase the community's access to, and use of, these sites.

The need for more, and more improved, sidewalks is as common a theme on the website as it is at public meetings, and has remained the number one requested change throughout this process. Access of all kinds is a concern of responders on the website, whether it be for pedestrians, bicycles, or drivers. The website has a high number of site specific requests for changes to intersections and roadways to better control traffic, extending many of the public meeting discussions on Transportation issues. Historic Resources and Branding received a few general comments, but the level of concern expressed for these issues is not as strong as for others. Many in the community have expressed their support for certain buildings, programs, and businesses in the "Other" section, and have also made suggestions as to how the Town can expand and diversify in the future.

### Specific Comment Categories

#### Branding

- Feel that none of the branding images capture the essence and spirit of Town – would like to see something that captures great sense of community and family/history of Town (Annie Sullivan, Carnation Capital, Wamesit, Tew Mac airfield, farming community). Suggest looking at landmarks including Ella Fleming school, State Hospital, Foster School, Center school, Kendall homestead, etc.
- Do not feel that the options speak to what is Tewksbury – suggest looking at outdoor spaces, rivers, trees, ponds and families using them

#### Business and Commercial/General Development

- Add more family entertainment businesses such as movie theater (7), water park, inflation park, activity center
- Revamp old Mini Golf Site (2) – it is an unattractive eyesore; Suggest turning land into a community garden and farm with classes
- Country Club is one of nicest buildings in town – suggest tax incentive to encourage better/more upscale design for new buildings (2)
- Stop further developments of apartment and condominium complexes (2)
- Encourage more tax generating businesses to reduce residential taxes (2)

- Strengthen and diversify the Town's economic activity by finding creative ways to draw in new businesses; develop innovative ways to lease out vacant buildings and sites (3); and capitalize on the area's strengths
- Anchor store is needed in lot next to Post Office
- Take action against absentee landlords to require that foreclosed and abandoned properties are maintained
- Partner with Market Basket to create new small markets for fresh vegetables
- Take better advantage of proximity of I93/495 access to Tewksbury – expand business district
- Revive the Tri-Town Initiative
- Expand the diversity of Town business and dining options through more thorough development reviews
- Develop new shopping area on the land proposed for the slot casinos similar to the Lynnfield Market Street/Burlington's 3<sup>rd</sup> Street developments. (2) Could include shopping, dining, event space and family activities
- Increase new commerce in Town and use a portion of the business tax money to fund Town improvements
- Consider development of IT or other business parks
- Question whether the Town's infrastructure can handle the number of large scale developments in Town
- Fewer fast food restaurants,
- 24 hour CVS
- More pizzerias and a Starbucks (3)
- More hotels and nice restaurants
- Add a Taco Bell (6)
- Move Smoke Shops away from school areas and prevent advertising attractive to children
- Rezone large vacant spaces to residential or office space.
- Rezone areas with highway access for large retailers – will make Tewksbury more attractive to large corporations if can easily draw in people from surrounding communities
- Use new developments in Westford and Littleton for inspiration as both have nice restaurants, shopping and a market basket as well as pleasant walking areas. (2) Would like to see developers made more accountable for creating nice spaces.
- Do not need any more dollar stores - where is Panera and Starbucks
- Marketplace style shopping districts and art galleries

#### Historic Resources

- Preserve the remaining greenhouses (2) and possibly restore for Town's use
- Preserve Ella Fleming School House as an historic building
- Beautification of Wamesit Statue is very well done
- Preserve the Town's history before its gone
- Retain and strengthen the Town's historic identity

#### Open Space

- Rogers Park – stop illegal dumping (2); extend trails and construct boardwalks to neighboring open spaces
- Long Pond needs improve access and usability (2); develop as a family resource
- State Hospital Land is a treasure (2) – should be retained and preserved
- Connections between existing open space areas should be developed and/or improved
- Livingston Park has great potential but needs improvement
- Ames Pond adjacent land should be acquired for new recreation area
- Add boardwalks to land behind Meadowlands
- Chandler Well Field is a great asset that would be improved with a loop trail and campsites
- Foster Park should be expanded along the Shawsheen River and add a camping area
- Clean up the ponds and marshes and develop boardwalks, fishing and canoeing resources (2)
- Install loop trails around all ponds
- Create a Trail Committee
- Need more trail and open space signage all over Town
- Create a walking/jogging trail that starts at Livingston park and makes a big circle around the field across from the park, weaving in and out of the woods and eventually comes back to park
- Preserve Round Pond and install and a small network of hiking trails accessible from the high school

- Create volunteer program to get residents and families out into town's open spaces to do clean up and restoration work
- Concern with new development eliminating woodlands and wetland areas
- Link paths and walkways in recreation and open space areas to neighborhood walking and biking trails

#### Route 38/Main Street/Town Center

- Clean up vacant and abandoned sites (4) and demolish vacant/tacky buildings
- Town Center should be made more inviting (3)
- Slow down traffic/improve design of Main Street (2)
- Create a true town center with shops (4)
- Create Sign Ordinance to help improve on cluttered appearance
- Install bike lanes where possible on Main Street
- Concern with overgrown and vacant lots
- Main Street and Chandler Street intersection – hard to turn left
- Left arrow signal is needed from Main Street to Pleasant Street
- East Street – North Street/Main Street intersection is one of worst in Town and needs a better design
- Traffic lights on Main Street heading north at Pike Street need their timing fixed and/or the street to be widened
- Create a pedestrian only downtown area
- Install kiosks/concession stand in Town Center with outdoor seating
- Rezone Main Street to create retail cluster that are more appealing by having full shops and developed land where it is appropriate and more walkable/pedestrian friendly. Suggests a South Tewksbury cluster, Livingston/Main St cluster, Town Center Cluster, and Lowell Line cluster (2)
- Rezone the stretch between the town center and the library into a walkable and dense downtown mixed-use area (retail, work, & living), with retail and restaurants on the ground floor and residences or offices on the second floors.
- Install benches around Town Hall
- Clear up mish-mash of storefronts and signage on Main Street

#### Recreation

- Create new parks (5) and second playground
- Improve pond access for swimming, canoeing and kayaking (3)
- Develop more family activities and events (2)
- Develop new pools and splash park (4)
- Very happy with existing sports programs
- Feel very fortunate to have Frasca Field
- Baseball Fields would be more useable if surrounding trees were removed
- Add more playing fields
- Develop more cultural activities and events
- Install restrooms at the playground
- Develop more spaces for kids and elderly
- New community craft space – partner with Shawsheen Tech to run and develop program
- Create a STEM Center (Science+Technology+Engineering+Math) learning program in Town. Suggest working with private sector for donations and leverage the recreational facilities in Town
- Remove play structures from in front of superintendent's office and install grass field instead
- Improve the area at Shawsheen and Main Streets to make it easier to access for those who fish in the area
- Develop a large sports complex with indoor basketball courts, soccer/football fields, batting cages, and much more. Tewksbury could host tournaments to bring in additional funding
- Replace the tennis courts at Livingston with new basketball court (2) because our new high school has brand new tennis courts for the tennis lovers to play on.
- Install new rims and better hoops at Livingston's existing basketball courts.
- John W. Wynn Middle school could use a better lacrosse field
- Allow off road biking
- Create campsites
- Post no smoking signs by the benches at the playground



- Improve the condition of Heath Brook and the surrounding woods

#### Transportation

- Sidewalks (29) – Both installing new ones throughout Town and repairing damaged existing ones
- Develop rail trail/bike trails (7) including link to train station in Wilmington
- Develop bike lanes (3)
- Improve bus stops (2)
- Post speed limits on common cut-through streets to slow down cars in residential neighborhoods (2); Whipple Street has this problem
- Improve dangerous intersections – possibly with rotary (2), additional signage and lower speed limits
- Add green space along public roads – both for beautification and wildlife
- Pedestrian crossing needed at Chandler Street and Foster Street intersection
- Commercial traffic zone(s) needed to eliminate commercial traffic in residential neighborhoods
- Create a road linking 495 and 93 to be developed as new business district and reduce traffic and commercial pressures on Rt.38
- Clean up litter on roadways
- Pike Street through Marston Street is used as a cut through to Billerica and is too narrow – cars should be redirected or street widened
- East Street's existing roadway configuration needs to be reconsidered
- Astle Street and Pike Street intersection is too difficult
- Shawsheen Street and Patten Road intersection is dangerous and needs to be reconfigured
- Shawsheen Street is too narrow for high volume school traffic and speed limit should be reduced to reflect number of families in the area. Police should be present to enforce speed limits
- South Street needs a better/more prominent "Dead End" sign to stop wrong turns (2)
- Traffic light timing needs to be looked at – left turns are too short
- Eliminate portion of East Street in front of church
- Create walkable community
- Create an "Adopt an island" programs, where local companies pay a small fee for nicer landscaping or volunteer to do the landscaping themselves. Islands like the one at the intersection of East Street and Lee Street could use some low-cost but effective upgrades
- Consider widening Main Street at the Town Center to accommodate parallel parking, a bike lane, and wider, tree-lined sidewalks. More frequent crosswalks should also be implemented
- Lower the speed limit from Chandler Street to Pleasant Street to encourage walkability
- Traffic calming and sidewalks are needed in 25mph areas off of Pleasant Street which have recently become speedways.
- A speed bump or brighter yellow arrows to warn people they are exiting the High School parking lot and install a mirror on tree at entrance as people on Whipple cannot see those entering roadway clearly.
- A stoplight is needed in the intersection of Shawsheen and Whipple to prevent further accidents
- Lower speed limits throughout town to prevent accidents and preserve Tewksbury's rural roots
- Repair roads and sidewalks - cannot be safe with potholes and broken sidewalks
- Repair/clean up the paper street between Shawsheen and Hillside – with the jersey barriers removed, it could become a community walking path
- Concern with S curve on Whipple Road near Long Pond. Suggest installing traffic calming measures to slow cars and bicycle lanes
- Concern that adding additional lanes would only increase traffic congestion and encourage looking at pedestrian, bicycle and other alternative transportation measures to address problem
- Stop sign at Whipple and Chapman is not effective
- Link paths and walkways in recreation and open space areas to neighborhood walking and biking trails

#### Other

- Create a dog park (8)

- Library is a great asset (4) – encourage to develop more programs there
- Library should be open more often
- High School is wonderful (3) – need to brag about it more, open house tours?
- More street lights are needed (2)
- Think Town needs a homeless shelter (2)
- Create a Farmer's Market
- Continue school improvements
- Create vegetable gardens at all schools
- Expand gardens at the High School – further incorporate into the curriculum
- Turn community gardens into a teaching farm
- Revisit farm regulations for small animals to allow more diversity with community garden programs
- Love Farmer Dave's
- Create rules limiting herbicide and pesticide use in Town
- Merge the senior center and daycare programs
- Clean up all public spaces
- Safety concern over continued drug activity in parking lots near 495
- Draw ideas from existing Town planning reports
- Community affordability in question - concern that Town is becoming too expensive for longtime residents and need to find ways to protect against loss
- Collect outstanding taxes to fund maintenance
- Move electrical and media wires underground
- Remove holiday lights from town hall area
- Love Meadowlands Ice Cream
- Love Friendliness and convenience
- Noise control – concern with noise on Main Street and from planes/helicopters in area
- Improve protective coverings/paint job on benches by high school
- Concern that despite high taxes, library is not open as long as other communities and the roadways are not in as good condition
- School properties should have more security protection such as increased lighting and cameras – concern that kids are hanging out there and damaging donated tables and equipment
- Replace carpeting in public buildings with tile that is cooler and easier to clean
- More private schools
- Do not build a sports complex building because Tewksbury is a town and it is making it more like a city.
- Would love to see concerts in the park (2) from local artists and event like walks for cancer
- Establish public sculpture park
- Form a community theater program to perform in facilities around town
- Develop more summer activities
- More cultural festivals such as for Black History month and for large Italian and Irish populations in town
- Wynn School needs work – the heaters blow cold air and keep breaking down, pipes need to be replaced and the ceiling leaks
- Reclaim a portion of Aubuchon plaza between Macs and the John Ryan pub for green space with sidewalks, trees and benches
- Install more cameras at the skate park
- Explore timely business venture of marijuana farming in former carnation greenhouses
- Police should stop using sirens from 9pm (prefer 8pm) until 6am or first light. The flashing blue and red lights are enough after dark
- Add solar panels to school roofs
- Stop the construction of large developments on small lots. This is a town not a city
- Question what town got out of rehabilitating town hall and the expense to taxpayers

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